

NEW DIRECTIONS IN WORKFORCE DEVELOPMENT





Mel Carnahan
Governor

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The Honorable Mel Carnahan
Governor of Missouri
State Capitol, Room 216
Jefferson City, MO 65101

Dear Governor Carnahan:

Your letter of March 31, 1998, called for the integration of Missouri's employment and training programs into a comprehensive workforce development system. This initiative was reinforced by the recently passed Workforce Investment Act of 1998, which places a strong emphasis on integrating employment and training services at One-Stop Career Centers. The integration of these programs will be best achieved through the creation of a new Division of Workforce Development in the Department of Economic Development.

We respectfully submit ***New Directions in Workforce Development*** for your review. This document presents the rationale for consolidating employment and training programs and the benefits of the new Division of Workforce Development administering the Workforce Development System. Our design effort focused on eliminating duplication, providing greater customer choice, promoting local customer service decision-making, and improving results for Missouri taxpayers.

New Directions in Workforce Development was drafted with the assistance of nine taskforces and the Departments of Labor and Industrial Relations, Economic Development, Social Services, Elementary and Secondary Education, and Higher Education. In addition, suggestions were received from many employment and training practitioners through the Workforce Development Internet Site.

The recommendations presented should prove helpful in the implementation of the new Division of Workforce Development. However, additional work must be done to ensure a smooth transition, including working closely with the Missouri General Assembly, establishing contractual agreements between departments, and negotiating new cost allocation agreements with the U.S. Department of Labor.

Respectfully,

David D. Mitchem
Transition Team Leader

Enclosure

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PREFACE

Missouri citizens and employers must have the proper tools if they are going to successfully compete in the current high tech global economy. Linking an effective workforce development system with aggressive economic development is the key to ensure that Missouri can successfully compete in the global market. The agencies involved in delivering employment and training programs must work together to keep Missouri's workforce one of the best in the world and to improve our citizens' quality of life. Integration of services will help improve the State's prosperity.

Missouri's economy is stronger than it has been in a generation with high-skilled jobs growing at a rapid rate. However, many employers are finding it increasingly difficult to attract qualified workers for either entry-level or high-skilled jobs. In addition, many workers with little or no skills feel trapped in low-wage, dead-end jobs. Rapidly changing technology and the move to a global economy requires life long learning in the workforce.

Reforms under the Workforce Investment Act will move Missouri's current One-Stop Career Center initiative to the next level by mandating integrated service delivery at the community level. A consolidated delivery system will ensure that job seekers and employers have access to high quality labor market information and services. The One-Stop Career Center service delivery system is being designed with the participation of private sector employers, labor unions, education, and community groups.

Now is the right time to move Missouri in ***new directions*** – creating a world class workforce development system.

The Workforce Development Transition Team

INTRODUCTION

Over the past thirty years a patchwork of employment and training programs has developed in Missouri. Due to a lack of efficient integration, Missourians have been subjected to a maze of bureaucratic procedures and limited job training choices. Job seekers and employers have not always received timely and reliable information about local labor markets. Poor integration has stymied the development of effective customer service strategies and resulted in an accountability system that measures activities rather than results.

Recognizing the need for an effective system of employment and training programs, Governor Mel Carnahan charged the Missouri Training and Employment Council with the task of streamlining the maze of bureaucratic processes and establishing meaningful measures of accountability. In response to Governor Carnahan's call for ***new directions*** in building a highly effective system of employment and training programs, the Council and the Departments of Labor and Industrial Relations, Economic Development, Social Services, Elementary and Secondary Education, and Higher Education began to implement One-Stop Career Centers. Local Interagency Teams and the Private Industry Councils provided strong leadership as One-Stop Career Centers were being designed and implemented.

The One-Stop Career Centers consolidate employment and training services (labor market information, career counseling, job search, referral to training, etc.) at one location in local communities. To better serve Missourians (job seekers and employers), the One-Stop Career Center initiative focuses on: promoting customer choice; providing open access to integrated services; promoting flexibility and innovation in meeting community needs; streamlining service delivery; improving accountability; and engaging the private sector in local operational and policy decisions. One-Stop Career Centers are not a new program but rather ***a new way of doing business***.

In March of 1998, Governor Carnahan took the next logical step in establishing ***new directions*** for the administration of Missouri's employment and training programs by directing that these programs be integrated to create a new Workforce Development System. **[Appendix p. 51]** The Workforce Development System is to be administered by the Department of Economic Development through a new Division of Workforce Development.

New Directions in Workforce Development presents a rationale for integrating employment and training programs into a Workforce Development System and for a new Division of Workforce Development. It is not intended to be a detailed plan for implementation. However, the document introduces the fundamentals of an effective workforce development system, and a framework for increased accountability to Missourians. The One-Stop Career Center initiative is recognized as the foundation for

effectively serving job seekers and employers at the community level. Finally, it lists a number of key considerations for successfully implementing the new Division of Workforce Development.

RATIONALE FOR A NEW DIVISION

In recent years, Missouri's employment and training programs have been moving in **new directions**. A new Workforce Development System has emerged with One-Stop Career Centers as its core. This new system is being designed to better serve the workforce development needs of job seekers and employers. The Departments of Labor and Industrial Relations, Economic Development, Social Services, Elementary and Secondary Education, and Higher Education have partnered to provide Missourians employment and training services through a One-Stop Career Center System. New partnerships have also been developed between other state agencies and local communities. The Private Industry Councils and One-Stop Interagency Teams have led the way in reforming local service delivery.

Although, One-Stop Career Centers have had some success, many of the over 90 employment and training programs remain administratively and functionally fragmented. **[Appendix p. 53]** Combining workforce development resources, eliminating duplication of service, and focusing on customer choice will increase the overall effectiveness of employment and training services through Missouri's One-Stop Career Center System. The initiative to integrate employment and training programs into a more effective workforce development system is important for job seekers and employers.

Central to the new Workforce Development System is the creation of a Division of Workforce Development. Due to the good

fit with existing economic development and workforce development activities, Governor Carnahan has directed that this new division be placed in the Department of Economic Development. A proposal to create the new division will be presented to the Missouri General Assembly for consideration in January of 1999.

The staff and functions of both the Division of Job Development and Training and the Employment Services functions within the Division of Employment Security will be consolidated to form the new Division of Workforce Development. Sixty-two employment and training programs currently administered by the two agencies will be combined into the new Division. **[Appendix p. 81]** In addition, the Division will provide job development, job placement, wage supplementation, and skills training services to clients of the Department of Social Services (contractual agreements required). The Division will also work closely with the Departments of Elementary and Secondary Education and Higher Education to ensure the activities and programs of these agencies are integrated into the new Workforce Development System.

During the summer, Congress passed and the President signed the Workforce Investment Act of 1998 (H.R. 1385). The Act has a critical and timely impact on the creation of the Division of Workforce Development. While passed after Missouri began its work, this act places a strong emphasis on integrating employment and training services through One-Stop Career Centers. There are many similarities between the concepts

promoted by the Act and those that have moved Missouri's employment and training programs in **new directions**. Creating a new Division of Workforce Development will help Missouri comply with the Act.

BENEFITS

To be responsive to Missourians' expectations for more effective government, the integration of employment and training programs and the creation of a Division of Workforce Development must result in better customer service and cost efficiencies. The One-Stop Career Center initiative should produce savings by consolidating leased facilities and reducing duplication of effort. In addition to generating savings in program operations, creation of the new Division will result in tangible benefits for job seekers and employers.

*The new Workforce Development System will benefit Missouri **job seekers** by:*

- improving customer choice in employment and training;
- developing user friendly labor market information to help make good career decisions;
- providing customer driven services at the local One-Stop Career Centers;
- matching knowledge, skills, and abilities for better job placements;
- consolidating services and information of employment and training providers;
- coordinating job counseling services for workers with personal barriers to employment opportunities; and
- providing an Internet based system for Missouri's employment and training services.

*The new Workforce Development System will benefit Missouri **employers** by:*

- developing a central location (both state and local), to gather employment and training information;
 - generating a quicker response time for recruiting qualified workers;
 - providing a single point of contact for job referrals;
 - filling job vacancies quickly and easily;
 - targeting skills and specific jobs;
 - creating a workforce that is trained to meet increasingly rapid changes in the workplace;
 - assisting in reducing turnover among employees;
 - coordinating case management services for workers experiencing personal crises; and
 - providing an Internet based system for Missouri's employment and training services.
-

PRINCIPLES

As work began focusing on integrating employment and training programs, a set of principles were created to guide the effort.

The new Workforce Development System will:

- integrate employment and training programs to provide job seekers greater access to employment opportunities, training, education, and career choices;
- promote community based design of integrated One-Stop Career Centers that are flexible, simple, timely, and highly responsive to job seekers and employers;

- serve both job seekers and employers equally through the One-Stop Career Centers;
- provide accurate and easy-to-use labor market information allowing job seekers and employers the opportunity to make informed career and business decisions;
- provide job seekers employment opportunities resulting in increased economic self-sufficiency and well-being;
- provide employers a qualified workforce;
- promote strong accountability for producing customer-based results for job seekers and employers;
- be the system of choice as evidenced by expanded use by job seekers and employers; and
- provide information on current labor market trends to assist educational and training institutions in the design of their curriculums.

THE DEVELOPMENT PROCESS

A transition team was formed to assist in the design of the new Division of Workforce Development. The Workforce Development Transition Team consists of a team leader, project coordinator, communications coordinator, and a representative from the Departments of Labor and Industrial Relations, Economic Development, and Social Services. [Appendix p. 89]

An open forum for discussion of ideas was established to encourage local participation in the design of the new Workforce Development System. Individuals who serve job seekers and employers were encouraged to have a strong influence on planning of the new System.

Nine taskforces were created to assist in the design of the new Workforce Development System. Volunteers were solicited via the Internet and direct contact with individuals who serve job seekers and employers. Taskforce membership was diverse, to ensure a balanced perspective. The 160 taskforce volunteers included state and local workforce development professionals, private sector employers, educators, attorneys, computer specialists, social service staff, and others. Individuals, who volunteered but were not selected as taskforce members, received weekly taskforce minutes.

The Taskforces were charged with the aforementioned set of principles and empowered to use free thought and initiative to design a customer driven system. The taskforces were directed to build on the current One-Stop Career Center effort and focus on enhancing customer choice and service. Local control and design were the overall objective.

CUSTOMER BASED RESULTS AND ACCOUNTABILITY TASKFORCE

The purpose of the Customer Based Results and Accountability Taskforce was to develop simple and clearly understood outcome measures for local One-Stop Career Centers. The accountability measures reflect customer success in obtaining labor market information, job training, and employment opportunities.

EDUCATION - WORKFORCE DEVELOPMENT TASKFORCE

The purpose of the Education - Workforce Development Taskforce was to ensure that current linkages between workforce development programs and educational programs are maintained and new linkages are

developed to improve customer service and cost effectiveness.

HUMAN RESOURCES TASKFORCE

The purpose of the Human Resources Taskforce was to review the differing classifications and make recommendations that promote impartial policies and performance management systems that support all employees of the new Workforce Development System.

ONE-STOP CAREER CENTER TASKFORCE

The purpose of the One-Stop Career Center Taskforce was to build upon the current One-Stop Career Center initiative providing customers access to labor market information, job training, and employment opportunities through a seamless delivery of workforce development services.

SOCIAL SERVICES - WORKFORCE DEVELOPMENT TASKFORCE

The purpose of the Social Services - Workforce Development Taskforce was to create innovative systems designed to support individuals and families moving to economic security through the new Workforce Development System.

STATUTES AND LEGAL TASKFORCE

The purpose of the Statutes and Legal Taskforce was to identify the necessary changes to current Missouri law and regulations referring to state agencies providing employment and training programs to Missourians. [Appendix p. 91]

UNEMPLOYMENT INSURANCE - WORKFORCE DEVELOPMENT TASKFORCE

The purpose of the Unemployment Insurance - Workforce Development Taskforce was to develop a working relationship plan for the Regional Telephone Claims Centers and the One-Stop Career Centers to ensure the rapid re-employment of unemployment insurance claimants.

UNIFIED AUTOMATION SYSTEM TASKFORCE

The purpose of the Unified Automation System Taskforce was to advance the current One-Stop Career Center initiative to consolidate client tracking, customer service, quality, and cost control functions of the various state agencies currently providing employment and training programs.

UNIFIED BUDGET AND COST ALLOCATION TASKFORCE

The purpose of the Unified Budget and Cost Allocation Taskforce was to facilitate a unified budget and design a cost allocation plan for the new Workforce Development System.

COMMUNICATION

Communication was a critical component in formulating the new Workforce Development System. Therefore, an Internet site was created to allow job seekers, employers, and One-Stop Career Center employees an opportunity to influence the development of the new Workforce Development System. Taskforce information was posted on the Internet. All interested individuals were asked to respond to this information by providing their comments and concerns to the Transition Team. The Team passed

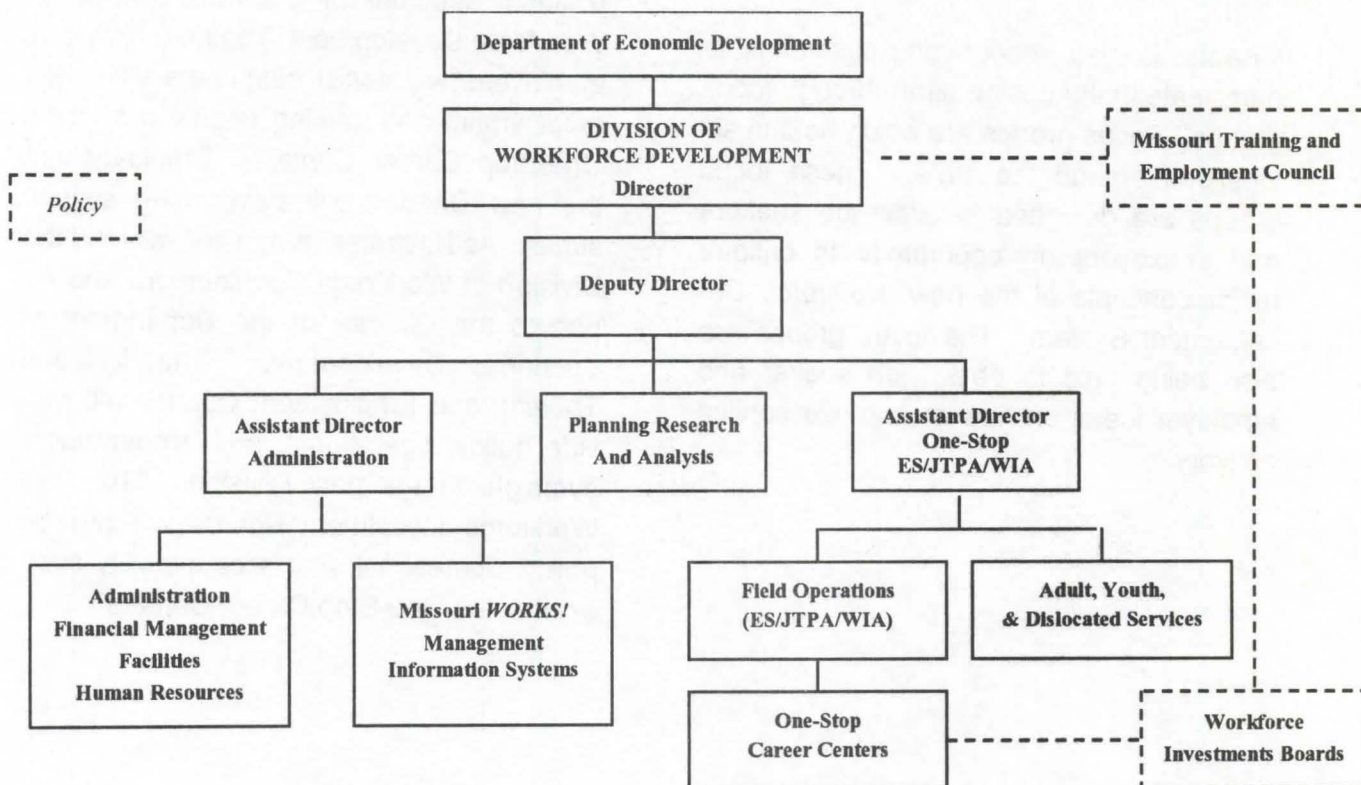
these responses on to the taskforces. Since July, 7,900 individual contacts on the Internet site have resulted in 156,000 pages of information being viewed. The Internet address is <http://wfd-info.works.state.mo.us>.

Missouri is also encouraging customers to participate in the design effort through focus groups. Focus groups are being held in six locations around the state. These focus groups are designed to allow job seekers and employers an opportunity to critique major concepts of the new Workforce Development System. The focus groups are also being held to obtain job seeker and employer ideas on how to improve service delivery.

ORGANIZATIONAL STRUCTURE

The following chart represents the organizational structure of the new Division of Workforce Development. The new Division's employees will assist customers with their employment and training needs in all local One-Stop Career Centers. Employees of the new Division will have merit system status. As illustrated, a director will lead the Division of Workforce Development and report to the Director of the Department of Economic Development. The Missouri Training and Employment Council will provide policy, operational, and accountability oversight to the new Division. The local Workforce Investment Boards will provide policy, operational, and accountability oversight to the One-Stop Career Centers.

Division of Workforce Development Organizational Structure



WORKFORCE INVESTMENT ACT PROMOTES INTEGRATION

On March 31, 1998, well ahead of the signing of the Workforce Investment Act of 1998, Governor Mel Carnahan advised department directors involved in workforce development activities of his intention to integrate fragmented employment and training services into a new Division of Workforce Development.

The Workforce Investment Act of 1998 places a strong emphasis on integrating employment and training services at One-Stop Career Centers. **[Appendix p. 93]** The U.S. Secretary of Labor, Alexis Herman, prepared the following message to Americans regarding the impact of the Act. She stated...

"... As Secretary of Labor, one of my chief goals is bridging the gap between job opportunities and the pool of workers who are qualified to fill them. I want to equip every American worker with skills that will not only secure a good job, but guarantee every step up the workforce ladder leads to even greater opportunities.

That is why the Department of Labor worked with Congress to create the historic Workforce Investment Act, signed into law this year. Five years in the making, the Workforce Investment Act represents a total overhaul of our country's job-training system -- a customer-driven overhaul that will help employers get the workers they need and empower job seekers to meet the challenges of the new century by getting the training they need for the jobs they want.

The Workforce Investment Act makes this possible through an innovative "One-Stop" system designed to provide a full menu of job

training, education and employment services at a single neighborhood location where adults, veterans, dislocated workers and youth will receive skills assessment services, information on employment and training opportunities, unemployment, services, job search and placement assistance, and up-to-date information on job vacancies -- all at one center specifically tailored to meet the needs of the community it serves.

Best of all, job seekers will control their own careers by choosing the training programs and services that fit their needs. And they'll keep that control for life. So when it's time to make another move up the career ladder, sharpen a skill, learn a new one, or just get information, workers will be able to continue to rely on their local One-Stop Career Center.

The Workforce Investment Act also provides for increased accountability. The performance of states, localities and training providers will be monitored against goals set by the Act -- including job placement rates, earnings, retention in employment, and skill gains. Failure to meet the goals will lead to sanctions, while exceeding them will lead to incentive funds.

But the Workforce Investment Act is more than a new job training system. It's a strong network of interlinked programs designed to provide wide choices to Americans seeking new opportunities and valuable information. And, it's a chance for us to harness today's opportunities for success and invest them in the workforce of tomorrow. . ."

Significant strides have been made in Missouri toward One-Stop Career Center service delivery. The Workforce Investment Act

of 1998 reinforces and actually mandates the movement to consolidate and provide workforce development services through a One-Stop Career Center System. It is imperative this effort move forward by combining workforce development resources, eliminating duplication, and focusing on customer choice. The past progress in Missouri will make the implementation of this law a much simpler process.

The Workforce Investment Act of 1998 represents the first major reform of the nation's job training system in over 15 years. By eliminating many of the administrative and regulatory barriers that have previously existed, the Act provides states and local communities with the tools needed to build an integrated workforce development system. It requires a joint plan for Workforce Investment Act and Wagner-Peyser activities. One-Stop Career Centers are promoted as a way to revitalize the employment and training service delivery system.

The Act promotes community-based design and control of One-Stop Career Centers by establishing Workforce Investment Boards. Given the requirement for strong private sector participation (employers, labor, educators, community groups, etc.), the community-based boards will foster fresh ideas about local labor markets and encourage quality and continuous improvement. The Workforce Investment Boards will assist the One-Stop Career Centers to earn the sustained support of local business leaders and job seekers.

Currently employers comprise the bulk of the membership in the local governing boards. They will remain strong partners in the local delivery mechanism under the Workforce Investment Act. Employer-based partnerships (Private Industry Councils) were established in the Job Training Partnership Act and this concept has been continued as the Act promotes community-

based design and control of One-Stop Career Centers by establishing Workforce Investment Boards. The Workforce Investment Board will be appointed by the chief local elected official and be comprised of a majority of representatives of business. The Boards will also include local educational entities, labor organizations, community based organizations, economic development agencies, and each of the One-Stop Career Center partners providing services through One-Stop Career Centers. Given this requirement for strong private sector participation the community-based boards will foster fresh ideas about local labor markets and encourage quality and continuous improvement. The Workforce Investment Boards will assist the One-Stop Career Centers in earning the sustained support of local business leaders and job seekers.

Many of the workforce development partners also have similar functions of these councils. Currently there are at least five different councils operating at the local level that may be duplicating workforce development activities. These include:

- Private Industry Councils;
- Regional Technical Education Councils;
- Job Service Employer Committees;
- Community Partnership Councils; and
- School to Work Partnership Councils.

Some of these councils are mandated by federal funding conditions, but where possible consolidation and or closer coordination of these various boards would provide less duplication of effort, better oversight, and more positive direction to all the partners in the Workforce Development System. In a similar fashion workforce development activities should be consolidated at the State level with oversight to the current Missouri Training and Employment Council. As the Workforce Investment Act of 1998 is implemented, these functions should be

transferred to the State Workforce Investment Board.

As the new Workforce Development System, as proposed in this document is implemented, care should be taken to ensure full compliance with the Workforce Investment Act of 1998.

Source of Information: U.S. Department of Labor's Employment and Training Administration and the Workforce Development Transition Team

ONE-STOP CAREER CENTERS

STRATEGIC ISSUE

Although the current One-Stop Career Center initiative in Missouri has made significant progress in the past two years, there is still considerable work to be done to further integrate workforce development programs. In order to provide Missourians a true One-Stop delivery system the current effort must be continued and advanced.

Within this framework a number of desired outcomes have been identified which focus on choice, accountability, integration, and service accessibility (universality), all of which are the major goals of the One-Stop Career Center movement as proposed by the U.S. Department of Labor. The willingness and ability of the One-Stop Career Centers to continue to identify and measure these desired outcomes will keep the focus on the customer. The following areas and elements have been identified as critical to the success of not only the One-Stop Career Centers but the new Workforce Development System as a whole.

DESIRED OUTCOMES

A One-Stop Career Center System must emphasize customer choice. Customer driven services will help employers get the workers they need while empowering job seekers to select the training needed for the jobs they want.

A One-Stop Career Center System must ensure accountability to both job seeker and employer customers. Program performance will be measured through the Governor's Show-Me Results presented to the Missouri Training and Employment Council and program performance standards mandated

by funding sources. Through data analyzed by the University of Missouri, the Missouri Training and Employment Council has established baseline data and performance targets. These targets and outcome measures will allow for the use of discretionary funding to pay for positive results.

An effective One-Stop Career Center System must emphasize integration to ensure streamlined service delivery. This will simplify administration, improve local control, enhance customer focus, and promote customer choice.

A One-Stop Career Center System must ensure open access (universality) to all customers. This will also allow greater customer choice while allowing flexibility and innovation of service delivery at local and state levels. The resulting system will prove to be more user friendly and improve customer service and satisfaction.

IMPLEMENTATION OF ONE-STOP CAREER CENTERS

Over the past three years, agencies administering employment and training programs in Missouri have worked to be more effective in serving Missourians through the development of community based One-Stop Career Centers. The overall objective of the One-Stop Career Center initiative is to unify the fragmented categorical programs into a single workforce development system. The design of the new Workforce Development System builds on the One-Stop Career Center initiative.

One-Stop Career Center implementation strategies were designed around three key concepts:

1. A new shared approach toward governing employment and training program service delivery that emphasizes leadership, partnership, and devolution of customer service decision making to the community level;
2. One-Stop Career Center site selection and design that is based on customer needs and local capacities to integrate employee and program functions; and
3. State responsibility to promote a common technology infrastructure, service delivery capacity building, and education of customers about the improvements.

New workforce development partnerships at the state and community levels are evolving. These new partnerships are having a positive impact on the operation of One-Stop Career Centers. Employment and training service providers, who previously operated autonomously, have joined to better serve job seekers and employers. The establishment of a One-Stop Executive Team at the state level and the Interagency Teams at the community level allow the partner agencies to work together to enhance service to Missourians.

During the past three years, the One-Stop Executive Team provided state leadership for strategy and policy development and implementation guidance. The Team is composed of directors at the division level of One-Stop Career Center partner agencies, representatives of the private sector, and representatives of a variety of key local agencies. The agency representatives on the Executive Team in addition to the division directors include:

- **Division of Employment Security**
Representative of local Job Service Employer Committees and the private sector
- **Division of Job Development and Training**
Representative of local Private Industry Councils and the private sector
- **Division of Family Services**
Representative of local office supervisors
Representative of Welfare Reform Unit
- **Division of Vocational and Adult Education**
Representative of local vocational schools
- **Division of Vocational Rehabilitation**
Representative of local office staffs
- **Department of Higher Education**
Representative of local community colleges
- **Office of Administration, Facilities Management Section**
- **Missouri Occupational Information Coordinating Committee**

Each of the 15 Labor Market Areas has established a local Interagency Team. The Interagency Team provides local organizational leadership for customer service strategy and policy development, as well as implementation guidance for the One-Stop Career Center in the communities. The Teams duties include One-Stop Career Center site selection and designing and establishing satellite service delivery sites. Local business plans developed by the Interagency Teams are submitted to the Private Industry Council for approval and subsequently to the One-Stop Executive Team.

The Team is composed of representatives of the local employment and training service providers funded by state level agencies, as well as private sector and local economic development representatives. The local Interagency Teams are represented by the following:

- **Employment Security Offices**
local office manager
- **Administrative Entities for the Job Training Partnership Act**
Administrator for the Private Industry Council
- **Division of Family Services**
County Director
- **Department of Elementary and Secondary Education**
Vocational and Adult Education and / or Vocational Rehabilitation
- **Institutions of Higher Education**
- **Private Sector**
- **Local Economic Development Organizations**
- **Local Community Action Agencies (in many areas)**

Continued support and expansion of these broad partnerships at state and community levels will be required if Missouri is to effectively integrate employment and training programs into a new Workforce Development System. As the Workforce Investment Act is implemented, the One-Stop Executive Team and Local Interagency Teams outlined above, will remain key partners with the Workforce Investment Boards that will direct and oversee operations of One-Stop Career Centers.

NETWORKING RESOURCES

Missouri is establishing a system of networked full-service and satellite One-Stop Career Centers. The single overarching objective of the One-Stop Career Centers

has been to collocate service providers to reduce fragmentation and improve customer access to workforce development services. Full-service sites at this time are predominantly located in office locations previously known as the local office of the Division of Employment Security, offices of Job Training Partnership service providers, or at educational institutions. One-Stop Career Center satellite sites are located in a wide array of office settings because their selection was based on local access design.

Each full-service site is required to establish a resource area that provides customers access to information on employment and training resources as well as access to the Internet.

STAFF DEVELOPMENT AND CAPACITY BUILDING

The collocation and integration process is resulting in significant cultural changes within the agencies delivering employment and training services to Missourians. The One-Stop Career Center initiative has worked to implement staff development strategies that support collaborative decision making, locally designed customer service action plans, and the deployment of best practices.

Team building training is required to meld staff from the partner agencies all with their own culture, identity, rules, and expectations into a cohesive work group with a customer service focus. Training must also address the need to move from focus on narrow program functions into a more global view with the integration of numerous programs.

With the ever changing technology and the move to a unified automation system staff need continuous ongoing training in computer literacy and specific computer skills.

The computer skill level of all the partner agencies must be up to date to allow for the delivery of effective customer services and to support internal program management.

Staff cross training of all available program opportunities is critical to effective service delivery and ensure customers are provided the array of services they need. The Missouri Training Institute from the University of Missouri has assisted in staff development and capacity building of One-Stop Career Center partners. Staff development should continue to be a priority component in the new Workforce Development System after implementation.

WORKFORCE INVESTMENT ACT OF 1998 AND ONE-STOP CAREER CENTERS

Similar to the approach taken by Missouri, the Workforce Investment Act of 1998 promotes integrating training, education, and employment services into a single customer focused delivery system.

Under the Act, each local area is to establish a one-stop delivery system in which core employment related services and access to other employment and training services funded under this title and other federal programs. The access to services must be provided through not less than one physical one-stop career center in each local area, which may be supplemented by networks of affiliated sites.

The Workforce Investment Act of 1998 defines mandatory partners of a One-Stop Career Center. These partners are required to make their services available at One-Stop Career Centers. To ensure the highest productivity level, local Workforce Investment Boards may consider adding voluntary part-

ners such as the Department of Social Services. Listed below are the mandatory programs that partners will provide at One-Stop Career Centers.

MANDATORY PROGRAMS

- Adult, Dislocated Worker, and Youth Activities
- Employment Service
- Adult Education
- Post-secondary Vocational Education
- Vocational Rehabilitation
- Welfare-to-Work
- Title V of the Older Americans Act
- Trade Adjustment Assistance
- NAFTA Transitional Adjustment Assistance
- Veterans Employment and Training Programs
- Community Services Block Grant
- Employment and training activities carried out by the U.S. Department of Housing and Urban Development
- Unemployment Insurance

CORE SERVICES

The Workforce Investment Act mandates the services available at One-Stop Career Centers organizing them into core, intensive, and training. The Act expands the concept of universal access to all core services provided by One-Stop Career Centers. The integration of services and providing them through the technology of One-Stop Career Centers will provide customers the choice of any or all services. One-Stop Career Center core services include:

- eligibility determination;
- outreach, intake, orientation;
- initial assessment of skills and need for support services;
- job search and placement;
- labor market information;

- performance and cost information on training providers;
- information on how a local area is performing;
- information on available supportive services;
- information on filing unemployment insurance claims;
- help in establishing eligibility for welfare-to-work and student aid; and
- follow-up services for at least 12 months (retention).

INTENSIVE SERVICES

Intensive services, as outlined in the Workforce Investment Act, are those that may be provided to adults and dislocated workers who are unemployed and are unable to obtain employment through core services. One-Stop Career Center intensive services include:

- comprehensive assessments (diagnostic testing, in-depth interviews and evaluation);
- individual employment plans;
- group counseling;
- individual counseling;
- case management; and
- short-term prevocational services.

TRAINING SERVICES

Training services, under the Workforce Investment Act, are those services that may be available to individuals who have met the eligibility requirements for intensive services but are unable to obtain or retain employment through those intensive services. One-Stop Career Center training services include:

- occupational skills;
- on-the-job training;
- combined workplace / classroom training (cooperative education);

- private sector training;
- skill upgrading and retraining;
- entrepreneurial training;
- job readiness training;
- adult education and literacy; and
- customized training by employers.

ADDITIONAL SERVICES

In addition to the services outlined previously there are numerous other services that may be offered in One-Stop Career Centers. The inclusion of these additional services should be determined by customer needs at the local level. Additional services available at One-Stop Career Centers may include:

- Job Bank (list of available jobs);
- job preparedness resources (resume writing and interviewing skills);
- career exploration / evaluation;
- Missouri Occupational Information Coordinating Committee information;
- skills-building activities;
- marketing;
- job search resources (fax, phone, and copier);
- user-friendly orientation and intake system; and
- apprenticeship and training programs.

ONE-STOP CAREER CENTER BEST PRACTICES

The goal of One-Stop Career Centers services often challenges the standard operating procedures of prospective co-locating partners. For a state and local partnership to be successful, best practices must be established that can be embraced by all involved. Best practices must create a satisfying result for the customer. The following nine examples of best practices have been re-

viewed and recommended by the Transition Team for local implementation.

1. Local partners must be given the freedom to make decisions and implement them at the local level within the Workforce Investment Act guidelines.
2. All services provided will be user-friendly to customers.
3. Each One-Stop Career Center partner agency should share responsibility and cost proportionally and work together to handle job responsibilities.
4. Each One-Stop Career Center may need at least one full-time, trained employee to be the point of contact for all customers.
5. Although the Department of Social Services is not mandated to participate, they will be encouraged to remain a strong partner in the One-Stop Career Center system, in order to help fulfill the Workforce Investment Act purpose of a reduction in welfare dependency.
6. Employer assistance and job development must be a collaborative effort between One-Stop Career Center partner agencies to avoid duplicative employer contacts. An example is assigning each employer an individual from the One-Stop Career Center to market services.
7. Missouri must continue to develop a single, universal mechanism for common intake and case management to be shared by all partner agencies.
8. With the information-share concept, local One-Stop Career Center partners will design and present staff cross training programs.
9. It is important that One-Stop Career Centers have a single number for access to services and information.

One-Stop Career Centers must recognize employers as important customers in the

new Workforce Development System. By establishing relationships with employers, One-Stop Career Centers are better able to link job seekers with available jobs and employers are able to find potential employees who meet particular job needs.

Employer Customer Services at One-Stop Career Centers:

- point of contact with the state / local agencies;
- labor market information;
- job development activities;
- recruitment;
- interview rooms;
- economic development assistance;
- employee testing;
- support services available to an employer's workers;
- customized training;
- local area specialized training;
- job screenings;
- business resource center (Small Business Administration);
- host job fairs; and
- post-employment support (retention).

Taking the lead in the reorganization process, One-Stop Career Centers are the service delivery backbone of workforce development products. As indicated previously, integrating the state and local delivery of education, employment and training services was recently codified by the Workforce Investment Act of 1998, which established the One-Stop Career Centers as the cornerstones for workforce related delivery.

Multiple employment and training programs will be integrated at the local level through a One-Stop Career Center delivery system, which begins with the customer as the center of focus. Building on efforts already underway this integrated system will simplify

and expand access to services for job seekers and employers.

Missouri job seekers and employers must have the proper tools if they are going to successfully compete in the high tech global economy. This changing technology and the move to a global economy requires continuous life long learning. All agencies providing employment and training programs must work together to keep Missouri's workforce one of the best in the world, maintaining and improving the prosperity of our state.

The new Workforce Development System will reach all individuals including those with disabilities, minorities, veterans, older workers, and those currently reliant on public assistance. Entrepreneurs and single parents trying to be self-sufficient and support a family must be provided the opportunity to contribute if Missouri is to continue to prosper. The new Workforce Development System will assist Missourians as they strive to access work opportunities, earn sufficient wages, and maintain a good quality of life.

Missouri's move to performance based outcomes is reinforced by the Workforce Investment Act of 1998 which also emphasizes outcomes rather than inputs; results rather than process; and continuous improvement rather than management control. The Act also strives to establish a comprehensive performance accountability system in order to maximize the return on investment of federal funds utilized in workforce development activities.

ACCOUNTABILITY

To provide the citizens of Missouri accurate information about the effectiveness of employment and training programs, in February of 1997, Governor Carnahan asked the Missouri Training and Employment Council to establish a system to measure outcomes and set targets for the Workforce Development System. The Missouri Training and Employment Council, in cooperation with the Departments of Labor and Industrial Relations, Economic Development, Social Services, Elementary and Secondary Education, and Higher Education, have secured the University of Missouri to develop processes to evaluate outcomes.

Source of Information: One-Stop Career Center Taskforce [Appendix p. 109] and the Workforce Development Transition Team

ACCOUNTABILITY AND OUTCOME MEASURES

STRATEGIC ISSUE

Given Governor Carnahan's call for the implementation of a highly productive Workforce Development System, there is a need for simple and clearly understood outcome measures that are customer focused. Missourians will expect the new Division of Workforce Development and One-Stop Career Centers to be accountable for effectively serving Missourians. Performance measures must have a clear relationship to the Missouri workplace.

DESIRED OUTCOMES

An effective customer-based results and accountability system must: focus on the customer; adequately measure federal, state, and local performance outcomes; provide performance benchmarks; and be responsive to management at all levels. It must be a cost-effective system that promotes a positive return on investment in the Workforce Development System, as well as an accurate reflection of federal performance requirements.

STRATEGIES

Customer service decision making is being devolved to the Workforce Investment Boards and One-Stop Career Centers. To ensure effectiveness of the new Workforce Development System, the level of funding for these community-based sites should be based, in part, on the results obtained. Missouri should use discretionary workforce

development program funds (Wagner-Peyser 10%, JTPA incentive, etc.) to pay for results; rewarding timely job placement, job retention, higher earnings, integration, and the mobilization of local resources. As discretionary funds are distributed, consideration should be given to local economic conditions and other variables that may affect the delivery of employment and training services.

In response to the Governor's Show-Me Results, the Missouri Training and Employment Council (in conjunction with the Departments of Labor and Industrial Relations, Economic Development, Social Services, Elementary and Secondary Education, and Higher Education) has established baselines for measuring workforce development system performance. The Council has also set performance targets in the areas of: the number of people who get jobs; the number of people getting jobs at higher wages; the number of people who move above the poverty line; and the number of people who remain employed for twelve months.

Given the standards for performance outlined in the Workforce Investment Act of 1998 (H.R. 1385), Missouri appears to be ahead of the nation in setting performance targets. The Act mandates the establishment of system performance targets for each state through a process of negotiation between the Governor and the Secretary of the U.S. Department of Labor. Missouri's results-based performance measures will be used in conjunction with

measures mandated by the federal government.

Given passage of the Workforce Investment Act of 1998 (H.R. 1385), the Missouri Training and Employment Council should evaluate system performance baselines and targets for the new Division of Workforce Development and One-Stop Career Centers. The baselines and targets established by the Council will be the foundation for a performance tracking system.

Local service providers and One-Stop Career Center operators need accurate and timely information to manage and market their employment and training products. Also, the new Division of Workforce Development, local Workforce Investment Boards, and One-Stop Career Centers, and training providers must be accountable to Missourians for their performance in delivering employment and training services. A common set of statewide standards and a mechanism to negotiate specific performance targets should be established for each One-Stop Career Center. As the Division negotiates performance targets with the new Workforce Investment Board, the Boards should be allowed the flexibility to add additional outcomes to meet local requirements. Outcome measures must address the needs of job seekers and employers.

OUTCOME MEASURING FOR JOB-SEEKER CUSTOMERS

These measures address the goals for improving customers' employment and earnings, skill attainment or educational achievements, self-sufficiency, benefits or other outcomes.

- After being served by a One-Stop Career Center, an individual's progress will be monitored through unemployment insurance wage records, or a comparable means, at 3 month, 6 month, 9 month, 12 month, and 24 month intervals to assess progress.
- Customer outcomes that will be measured:
 - placement / obtained employment rate;
 - job retention;
 - higher earnings;
 - time to placement;
 - public assistance savings;
 - educational achievement; and
 - skill attainment.
- Performance measures that are mandated by funding sources, such as those for dislocated workers and economically disadvantaged customers.
- Governor's outcome measures and Show-Me Result measures applicable to workforce development. [Appendix p. 127]

OUTCOME MEASURING FOR EMPLOYER SATISFACTION

These measures address goals for helping employers recruit new employees, increase the skills of their current workforce or accomplish other business objectives.

- Surveys may be used but should be simple and easily completed. They should be mailed on a regularly agreed upon basis to meet local and statewide needs. Electronic surveying via Internet access should also be developed by the new Division.
- New employers will be provided workforce development information, which could be of value to them as soon

as they apply for an unemployment account number.

- Labor market information will be readily available to employers in order to assess their current needs as to labor and wages.

CUSTOMER SATISFACTION MEASURES

These measures address goals for improving all customers' satisfaction with One-Stop Career Center services. The Missouri Training and Employment Council and the One-Stop Executive Team have designed job seeker and employer satisfaction surveys that provide an excellent base for future surveys.

- A simple written questionnaire or when applicable an electronic questionnaire should be provided to all customers to complete. This questionnaire should ask customers in short simple terms what outcomes they are trying to achieve.
- After analysis of these questionnaires, the One-Stop Career Center should modify service delivery methods, if necessary to satisfy the needs of customers.
- Surveys should be completed on premise, mailed out or completed electronically on a timely basis so as to ascertain One-Stop Career Center satisfaction.
- Surveys should be simple and designed to be easily computerized so as to facilitate analysis and comparison.
- A committee should be assigned to review these surveys, make recommendations, and ensure necessary changes are implemented to maximize efficiency and improve customer satisfaction.

EQUITY OF ACCESS MEASURES

These measures address goals for serving relevant customer populations, such as minority groups, veterans, individuals with disabilities, older workers, or particular types of businesses.

- Local demographics, economic conditions, and subpopulations must be considered when setting performance standards for each One-Stop Career Center.
- Each One-Stop Career Center should be provided with a quarterly report reflecting the number of clients served by type and the results obtained.

MEASUREMENT OF ALL SERVICES PROVIDED BY ONE-STOP CAREER CENTERS

These measures will allow the One-Stop Career Center to establish benchmarks, gauge success, and strive for continuous improvement.

- Each One-Stop Career Center's performance should be evaluated based on the number of customers served, customer satisfaction, and results obtained.
- All customers entering the One-Stop Career Center need to be counted and each service provided to the individual should be documented.
- All electronic activity, whether on or off site, needs to be tallied (ie: **Missouri WORKS!** job orders entered, job orders viewed, and obtained employments) by an electronic means.
- Economic conditions and population demographics in the Labor Market Area should be considered when setting

performance standards for each One-Stop Career Center and when comparing One-Stop Career Center statistics.

VISIBILITY AND MARKET PENETRATION MEASURES

These measures assess the extent to which potential customers (job seekers, employers, and the general public) are aware of and use the One-Stop Career Center services.

- All services provided to clients and employers through the Workforce Development System should be publicized by all means possible including:
 - government publications;
 - employer publications and seminars;
 - chamber of commerce publications and seminars; and
 - other public and private sources including handouts and mailings.
- A mechanism should be established to maximize publicity regarding employment and training services provided through the new Workforce Development System.

RESEARCH AND ANALYSIS

The Research and Analysis Unit plays a vital role in the new Workforce Development System. The Unit produces a wide variety of labor market information, including employment, unemployment, and wage data. This information will be important as greater emphasis is placed on being responsive to the needs of job seekers and employers.

Much of the basic data collection and production is done through cooperative agreements with the U.S. Department of Labor's Bureau of Labor Statistics. Industry and occupational employment projections, wage data, and other labor market information have been produced using funds from the U.S. Department of Labor's Employment and Training Administration.

Since labor market information is critical to One-Stop Career Centers' capability to serve job seekers and employers, the Research and Analysis Unit within the Department of Labor and Industrial Relations will be moved to the new Division of Workforce Development. While data may be evaluated by a variety of methods and agencies, the Research and Analysis Unit will be responsible for maintaining a tracking system to monitor performance of One-Stop Career Centers and the new Workforce Development System as a whole.

The Research and Analysis Unit will work closely with local Workforce Investment Boards to ensure measures used to assess One-Stop Career Center performance are useful for policy decision making and are understandable for job seekers and employers. The Boards will be provided timely information regarding the performance of One-Stop Career Centers and full access to the automated performance reporting system.

For the new Workforce Development System to reach its full potential, a highly responsive automation system is needed to link data from various agencies in order to provide effective case management and to measure outcomes. As additional partners join the local One-Stop Career Centers, the

need to link fragmented data systems becomes a major challenge.

*Source of Information: Customer Based
Results and Accountability Taskforce
[Appendix p. 129] and the Workforce
Development Transition Team*

UNIFIED AUTOMATION

STRATEGIC ISSUES

Currently each state agency involved in workforce development has a stand alone automation system with limited linkages to other operating systems. This is not conducive to common intake and effective client tracking which is crucial to integrating services. To improve customer service, eliminate unnecessary duplication, and reduce costs, a common electronic system with shared data must be implemented.

DESIRED OUTCOMES

A unified automation system must emphasize system design and provide accessibility and compatibility with a variety of hardware, software, Internet, and mainframe systems. This system must provide accurate and verifiable data to improve planning and management. A unified telephone system must also be implemented.

A unified automation system must promote customer service, client tracking, and case management. To accomplish these goals it must provide a user-friendly system to allow easy access to the services, automated assessments, self-help capabilities, and local enhancements.

An effective automation system must emphasize quality and cost control to ensure accountability, cost effectiveness, valid information, and the capability to provide timely fiscal tracking. The system must be compatible with federal reporting

systems and provide flexibility in providing management reports.

STRATEGIES

To successfully integrate employment and training programs and allow for effective client tracking and common intake, electronic networks of One-Stop Career Center partnering agencies must be linked into a unified automation system. This system will reduce duplication, improve customer service, and allow for more timely services to all customers. The unified automation system must also be consistent with the Missouri Training and Employment Council Strategic Plan.

The U.S. Department of Labor has recently released draft technology plans for the new Workforce Investment Act systems that would link national, state and local levels. Below is an excerpt from a draft brief from the U.S. Department of Labor.

"The One Stop operating system should be designed to provide service to all levels of the One Stop System as envisioned in the Workforce Investment Act. The Act sees a system that at its most local level, is a network of One Stop partners connected to a local Workforce Investment Board. The Workforce Investment Board system in a State will be connected to a single State system which will be part of the national network."

"The complete system will have several major components: 1) a One Stop partner version, 2) a WIB version, 3) a State One

Stop operating system, 4) a State ES operating system, 5) State level warehouses for WIA performance information, 6) the Wage Record Interchange System (WRIS), 7) linkages to the national repository for WIA survey data, 8) AJB national/state system, and 9) a series of linked association versions of the AJB software."

COMMON ELECTRONIC SYSTEM

Presently, the bulk of the business conducted by the Divisions of Employment Security and Job Development and Training is supported by three information systems - the Job Training Information System, America's Workforce System, and **Missouri WORKS!**.

The Job Training Information System supports the Division of Job Development and Training by capturing and maintaining the data required to support the Job Training Partnership Act and the welfare-to-work program.

Missouri WORKS! is a compilation of job openings, job seeker resumes, and labor market information. **Missouri WORKS!** is an Internet based system that matches job seekers with employers and employment opportunities. There is a desire to replace America's Workforce System with **Missouri WORKS!** when the functional capacity has been created. **Missouri WORKS!** is an innovative, interactive approach to customer registration, access to job related information, training, and educational programs.

The Division of Employment Security utilizes America's Workforce System to collect and maintain information concerning the Public Labor Exchange (Wagner-Peyser).

These systems provide minimal duplication of functionality; however, the customer may be served by several of these systems.

COORDINATED JOB TRAINING CASE MANAGEMENT

Due to Year 2000 concerns, an information system is currently being developed by a consortium of states to provide One-Stop Career Center case management, known as the ALMIS Case Management System.

The One-Stop Executive Team voted to join the consortium and to implement the ALMIS Case Management System in Missouri. At this time, the ALMIS Case Management System only includes the Job Training and Partnership Act functionality, except for Title III, with the welfare-to-work component under development.

An ALMIS Case Management Implementation Committee was established to oversee the implementation of this system. The role of the ALMIS Case Management Implementation Committee is twofold:

1. To remove barriers to the implementation of the ALMIS Case Management System; and
2. To manage the scope of the ALMIS Case Management System initiative.

The ALMIS Case Management Implementation Committee should be dissolved once the ALMIS Case Management System is implemented in Labor Market Areas and One-Stop Career Centers.

CONTINUED DEVELOPMENT

In order to continue research efforts, working toward further development of a unified

automation system an Application Standing Committee should be formed. The responsibilities of the Application Standing Committee should include:

- the study and research of the potential feasibility of unifying the One-Stop Career Center partner agencies' electronic systems;
- develop a plan to link the One-Stop Career Center partner agencies;
- identify all client information, including services provided and demographics that should be available at One-Stop Career Centers;
- address a mechanism to improve customer service; and
- the review of information system proposals to ensure future integration and unification.

The goal of the Committee is unifying access to the various information systems. Its members must remain neutral to any particular technology or solution. The Committee must be free to investigate all possible solutions to the extent required under due diligence. It must be given access to knowledgeable program staff as needed. It should consist of one technical and one business-line employee from each One-Stop Career Center partner agency. The Committee should be formed by December 15, 1998, and work toward producing a proposed plan by July 1, 1999.

Missouri should look to the U.S. Department of Labor for direction and guidance when integrating **Missouri WORKS!**, America's Workforce System, and the ALMIS Common Intake information systems. The U.S. Department of Labor has indicated that funding would be made available to states that develop information systems based on the U.S. Department of Labor's One-Stop

Career Center operating system vision. **Missouri WORKS!** and the ALMIS Common Intake system implementation may allow Missouri to take advantage of U.S. Department of Labor funding sources.

CURRENT NETWORKS

Currently, the Department of Labor and Industrial Relations' agencies share a number of local area networks and a wide area network. The wide area network links buildings geographically dispersed throughout the state allowing organizations to share data maintained by various state agencies. The network should not be dismantled and all efforts should be made to share the network with the Division of Workforce Development. Separating networks must be done in such a way that the networks remain autonomous yet linked, between the Department of Labor and Industrial Relations and the Division of Workforce Development.

UNIFIED TELEPHONE SYSTEM

A common unified telephone system is the ultimate goal in local One-Stop Career Centers. There are numerous factors which are vital to reach this goal. These factors are the:

- ability to accommodate the needs of the One-Stop Career Centers for expansion;
- increase of technological compatibility with existing, collocated partners;
- ability of the telephone system to support a common switchboard;
- ability to transfer telephone calls to other collocated partners; and
- ability of the telephone system to support voice mail.

Cost sharing is one aspect that impacts a One-Stop Career Center partner agency's

decision to collocate including integrating telephone systems. There are shared billing models that can be identified for replication planning. A larger issue confronting the smooth transition to integrating telephone systems is the state's ability to provide telecommunications services to Private Industry Councils and other administrative entities that may be collocated at One-Stop Career Centers, or other locations that may desire One-Stop Career Center designation.

Efforts are underway to secure decisions from the Public Service Commission to define the boundaries within which the state can provide services to defined quasi-governmental administrative entities without certificate of service authority from the Commission. Although there appears to be authority for the state to provide telecommunication services to Private Industry Councils, the ability to serve other local administrative entities is questionable. The One-Stop Executive Team may issue a policy statement that would direct agencies to share telephone systems where economically feasible. Each One-Stop Career Center should utilize equipment that can be upgraded to accommodate the needs of current and future partners.

The electronic infrastructure that connects One-Stop Career Center partner agencies is vital to the success of the new Workforce Development System. This automation connection allows for the timely and consistent flow of information and produces efficiencies by reducing inappropriate duplication. Allowing One-Stop Career Center partners, through the use of automation, to serve their customers more effectively.

Source of Information: Unified Automation Taskforce [Appendix p. 135] and the Workforce Development Transition Team

PARTNERSHIPS

A partnership built on shared outcomes between Missouri's new Workforce Development System and the unemployment insurance system, social services system, and education system will help unemployed workers, welfare clients, students, and control employer costs.

Working closely with One-Stop Career Center partner agencies is critical to the effective delivery of employment and training services. Unemployment Insurance, Social Services, and Education must be key partners in the new Workforce Development System.

UNEMPLOYMENT INSURANCE PARTNERSHIP

STRATEGIC ISSUE

Moving Employment Service Operations from the Department of Labor and Industrial Relations to a new Division of Workforce Development requires a plan to keep the Division of Employment Security as a working partner within the Workforce Development System. A working relationship that mutually supports the Regional Telephone Claims Centers as local working partners within the One-Stop Career Center System.

The President has stated that Unemployment Insurance should be better considered as "Reemployment Insurance". An expanded role for our Unemployment Insurance partners' active involvement in the reemployment of claimants within the Workforce Development System is needed.

DESIRED OUTCOMES

An effective system ensuring that unemployment insurance customers are successful after entering the Workforce Development System will be displayed by improved placement rates; shorter periods of unemployment; and higher wages with longer retention rates upon reemployment. The development of a timely work registration upon filing an initial claim will facilitate these results and create a return on investment.

STRATEGIES

It is vital to the success of the new Workforce Development System that a strong working relationship exists between the Division of Workforce Development and the Division of Employment Security's Unemployment Insurance System. There is a common stake between this partner and the Workforce Development System. Our commonly held outcomes of the individual claimant's quick return to employment requires a relationship of mutual support and cooperation in order to benefit the job seeking and employer customers we both serve. A linkage that will help the rapid reemployment of claimants while controlling employer costs. To ensure accountability to the claimants and employers served, One-Stop Career Centers will track and report on their reemployment effectiveness.

To improve on the current customer service system, an Unemployment Insurance — Workforce Development Taskforce was created. Taskforce members included pri-

vate sector employers, representatives of labor unions, technical experts, and employees of the Unemployment Insurance's Regional Telephone Claims Centers and local Employment Service and Job Training Partnership Act programs from across the state.

A strong partnership has existed between the Divisions of Employment Security and Job Development and Training, focusing on worker profiling and reemployment services. Building upon this current partnership will ensure that Missouri's unemployment insurance claimants continue to receive effective reemployment services from the new Workforce Development System. Memorandums of Understanding and other agreements should be created to ensure a strong partnership continues between the Division of Employment Security and the new Workforce Development System. As well, local and state level working relationship agreements should be put in place to allow productive liaisons between the two systems.

The Workforce Investment Act requires that information regarding filing claims for unemployment insurance compensation be available at One-Stop Career Centers. This act's regulations, which may be available after February 1999, will further define local One-Stop Career Center involvement with the unemployment insurance system as well as future agreements between the partners as daily working relationships evolve.

The relationship between the Unemployment Insurance System and the new Workforce Development System will rely heavily on the electronic exchange of information. To ensure Missouri's Unemployment Insurance customers are served in a

timely manner, the roles of the Division of Employment Security's Regional Telephone Claims Centers and the local One-Stop Career Centers will have to be well defined.

The Transition Team is recommending that the Division of Employment Security's Regional Telephone Claims Centers assist claimants for unemployment insurance benefits by:

- creating an automated partial work registration and referral to the nearest One-Stop Career Center from data received at the time a claimant files an initial claim;
- providing claimants with One-Stop Career Center addresses and Internet reemployment information sources (**Missouri WORKS!** and America's Job Bank), at the time the initial claim is filed and encourage them to seek reemployment services before their first required in-person four week reporting date;
- revising the *Information for Workers* booklet, which is mailed to all individuals filing new claims, including written information about One-Stop Career Centers and **Missouri WORKS!**;
- expanding the Worker Profiling model and eligibility review process to identify and refer claimants who are most likely to exhaust benefits to One-Stop Career Centers for re-employment services and training opportunities;
- reviewing claimants' continuing eligibility for unemployment insurance benefits; and
- providing unemployment insurance training necessary for employees of the One-Stop Career Centers to provide ex-

cellent service to claimants reporting in-person.

The Transition Team is recommending that the One-Stop Career Centers assist unemployment insurance claimants and employers by:

- facilitating interactions with the Regional Telephone Claims Centers for individuals with special needs who report to the One-Stop Career Center in-person;
- providing information on how to file unemployment insurance claims;
- providing contact information regarding appeals of unemployment insurance determinations and decisions;
- providing access to user friendly labor market information through tools like **Missouri WORKS!**;
- assessing claimants' knowledge, skills, and abilities to assist the filing of their work registration; and
- aiding in rapid, appropriate reemployment.

Source of Information: Unemployment Insurance – Workforce Development Taskforce [Appendix p. 149] and the Workforce Development Transition Team

SOCIAL SERVICES PARTNERSHIP

STRATEGIC ISSUE

Welfare-to-work mandates limited time on Temporary Assistance public assistance. This requires that individuals become job ready, employed, and through job retention, families become self-sufficient.

DESIRED OUTCOMES

A system that enables Social Services Program customers to become successful when entering workforce development services requires that they are ready for training, employment, self-sufficiency, and are provided appropriate case management support to achieve improved job retention in spite of personal crisis.

STRATEGIES

When Congress passed the Personal Responsibility and Work Opportunity Reconciliation Act of 1996, time limits were imposed on all individuals who received Temporary Assistance in the form of cash grants. In order to move people from welfare-to-work and self-sufficiency, it became imperative that the Department of Social Services define a role that would support the welfare-to-work customer within the social services arena.

To provide Temporary Assistance recipients with the opportunities they need, the Department of Social Services became an active partner in developing the new Workforce Development System. A Social Services – Workforce Development Taskforce was created to ensure that welfare-to-

work customers are served in a timely fashion and a strong linkage exists with the new Workforce Development System.

The Department of Social Services intends to contract with the Division of Workforce Development for services focused on welfare-to-work customers. The initial services include job development, job placement, wage supplementation, and skills based training. The contract negotiation will address specific scopes of work and the identification of outcomes, the manner and timeframes in which benchmark information will be collected and provided to the Department of Social Services. The contract will also address the process in which funds will be allocated and accounted for and the process allowable if benchmarks are not met.

The focus of the Social Services — Workforce Development Taskforce work supported the goal of outcome establishment and customer satisfaction. Although the focus was on job seekers, there was an understanding and commitment to employees for capacity building, which is a key to the success of the job seeker. Training and professional development must be provided in equal measures and is of vital importance to the success of the customer. Collocation of service partners is also an important ingredient and must be accompanied by cross-training and cross-informing.

The definition of case management has been determined to be a holistic view of the customer, (job seeker and employer) the agencies and the community in a partnership between an external customer and a broker of services to achieve agreed upon goals leading to job placement and ultimate self-sufficiency. Case management serv-

ices will be available for at least 12 months after a job seeker gains employment to assist in job retention. Information to support case management for welfare-to-work customers will have the capacity to be transferred electronically through the new Workforce Development System.

In addition, accurate assessment at the point of entry into the system will be an important component of the new Workforce Development System.

All too often childcare and transportation difficulties can derail the most determined and committed job seeker. Childcare is available to all welfare-to-work customers as soon as the journey away from welfare assistance begins. Childcare is available to all Temporary Assistance households and Non-Temporary Assistance households that meet income and need criteria. Individuals are required to pay a sliding fee based on their incomes and household sizes. Community capacity building for access to local childcare must continue with an emphasis on extended evenings and weekends. Backup childcare for days when a child is sick, or the regular provider cannot provide care, is a necessity for job retention. It also encourages incentives for those providers who enhance their services to focus on school readiness.

The creation of the new Division of Workforce Development should support a transportation infrastructure plan for any job seeker by:

- exploring some of the regional efforts underway, such projects as the Bridges to Work pilot in the St. Louis region should occur;

- continued efforts by the Welfare Reform Coordinating Committee development of a transportation sub-committee;
- continued development of software packages that are designed to connect current workers with welfare-to-work customers; and
- inviting the Department of Transportation to become a partner in the new Workforce Development System.

Source of Information: Social Services – Workforce Development Taskforce [Appendix p. 161] and the Workforce Development Transition Team

EDUCATION PARTNERSHIP

STRATEGIC ISSUE

In the current global economy, Missourians need educational tools to compete in the constantly changing world of work. Lifelong learning is crucial to maintaining a high quality of life. From a universal perspective the majority of the State's workforce development training and education programs are provided by adult and post secondary schools and colleges which are not federally mandated or funded. The adult and post secondary education and training delivery system consists of the following Missouri providers:

- seventy adult basic education-general equivalency diploma education centers;
- fifty-seven public area vocational technical schools;
- twelve public community college districts (17 permanent campuses);
- thirteen public baccalaureate institutions;
- nearly 150 proprietary (private for profit) career schools;
- seventeen non-profit community rehabilitation programs, and
- eligible Department of Labor apprenticeship training programs.

These schools, colleges, institutions, and agencies are in place to meet the needs of the state and are able to aid local communities in tying the Community School to Careers System, Tech-Prep, A+ Schools, Customized Training, post secondary technical education, and other education and training initiatives and services to the one-stop concept.

Missouri's public and private schools, colleges, universities, community rehabilitation programs, and apprenticeship training schools serve a continuum of learners being trained and educated to enter or perhaps, re-enter the workforce.

The new Workforce Development System and Education must work together to ensure all Missouri citizens remain competitive in the market place.

DESIRED OUTCOMES

A successful workforce development system will fully recognize and utilize the state's system of public and private schools and colleges as the primary provider of training and education. The desired outcomes should include:

- more short-term, open entry, open exit training courses will be offered;
- up-to-date information on courses available and their effectiveness will be available to customers;
- customers will be protected from unlicensed and unapproved schools offering services to One-Stop customers;
- staff training and credentialing will lead to greater consistency in the level of service and quality of service across the state;
- customer results will improve;
- certain workforce related functions mandated by federal legislation be consolidated;
- reliable labor supply / demand information that is current and useful will improve decision-making by training providers and customers;
- on-site customer service and other valuable resources will be provided by local and regional schools, colleges, and

institutions at One-Stops Career Centers; and

- local employer training needs will be met more effectively.

STRATEGIES

MEET SHORT-TERM TRAINING NEEDS

A local plan for each service region must be developed that would identify each service region's (currently known as SDA's) short-term training needs. A consolidated inventory of short-term training programs should be developed that is accessible through the One-Stop Career Center System. The Departments of Higher Education and Elementary and Secondary Education should encourage the schools, colleges, and institutions to implement numerous short-term and intermediate term programs (up to six months in length) for credit or non-credit instruction, based on a valid and reliable local needs assessment. State funding agencies such as the Departments of Higher Education and Elementary and Secondary Education need to devise incentives for public institutions to meet the short-term training needs of the state. Institutional reimbursement procedures should be changed. The Departments of Higher Education and Elementary and Secondary Education should develop quick turn-around systems for approving reimbursable or non-reimbursable short-term credit (or non-credit) training and education programs.

ELIGIBLE TRAINING PROVIDERS

Guidelines for approving individual training accounts as outlined in the Workforce Investment Act of 1998 should be carefully crafted through cooperative relationships with the state, the local workforce invest-

ment board, training providers, and state and federal financial aid staff. When funds are expended, it is recommended that state general revenue and federal funds not be disbursed to any training and education provider that does not meet eligibility and certification requirements that the Governor approves under the Act. The guidelines, policies, and procedures used by the Department of Elementary and Secondary Education (Adult and Vocational Education and Vocational Rehabilitation Divisions), the Department of Higher Education, Commission on Accreditation for Rehabilitation Facilities for Community-Based Rehabilitation Agency programs should serve as a foundation for the Governor's requirements under the Act. Training providers must be certified by the State.

Care must be given to avoiding duplicative services, resources, and expenditures among multiple agencies. If existing training programs are readily available in the community, no local or regional workforce development board should operate any training or education programs / courses that are offered by the recognized schools, colleges, and institutions. In the event the primary providers are unable to provide the requested training in a timely manner the Workforce Investment Board may make alternate arrangements.

CREDENTIALING

A credentialing process is strongly recommended to provide uniform training in the career development competencies necessary to assist One-Stop Career Center customers and any other customer moving through the new Workforce Development System. A standing implementation committee assigned to capacity building issues

should be established consisting of state and local workforce development partners. The Committee would evaluate state and national credentialing alternatives and recommend a credentialing process that accommodates staff at all educational levels and work experience. The selected credentialing process should be incorporated in the Missouri Training and Employment Council One-Stop Career Center Standards. It is also recommended that a professional development plan for workforce development personnel be established that allows for adequate incentives for advancement. Incentives could include, but not be limited to reimbursement for tuition, license fees and other costs that are job related.

The Division of Workforce Development and its partners should adopt as one of their priorities the funding of professional development incentives for all workforce partners. Training for career fields that require state license or certification should be modified to reflect the needs of the workforce development system and the Missouri Training and Employment Council One-Stop Career Center operating committee recommendations.

OPERATIONAL

Adult and post secondary education schools, colleges, and institutions must be included in the One-Stop Service Center as a required partner. Locating One-Stop Service Centers or satellite centers in the facilities of the local public area vocational school, community college, baccalaureate institution or proprietary career school should be considered where feasible by the local Workforce Investment Boards. Adult Basic Education-General Equivalency Diploma services should be located at each

One-Stop Career Center full service site. The Departments of Higher Education and Elementary Education should adopt the new American College Testing, Inc. product called *Counseling for High Skills* or other similar product which can be used by Missouri's area vocational technical schools, community colleges, selected baccalaureate institutions and proprietary schools.

Statewide student / client management information databases should be consolidated to make client services more efficient and communicative. More current and accurate labor market information must be a priority. A system that projects future needs with a high degree of reliability and validity, and avoids the duplication of efforts undertaken by multiple state and local agencies should be created.

Schools, colleges, and institutions should be presenting results that can be related back to the Governor's Show-Me Results, Missouri Training and Employment Council Performance Measures, as well as the Departments of Higher Education and Elementary and Secondary Education and other consolidated state agency accountability measures. Adult and post secondary schools, colleges, and institutions need access to aggregated employment wage records of students' before and after training and education, while maintaining individual privacy.

ASSESSMENT

Post secondary institutions need assessment information up-front on referrals to best provide, arrange and develop services to maximize system outcomes. Pertinent applicant information should be provided to the post secondary institution. To be suc-

cessful, the workforce development system should use consistent terminology. Customers should be screened and assessed into appropriate services designed for them to be successful.

MARKETING

Adult and post secondary education and One-Stop Service Centers must participate in joint marketing efforts that lend mutual support to the workforce development system including the need for post secondary vocational and technical education, in particular, to meet the economic development needs and consumer information needs of the state and its citizens. The Department of Transportation should be required to place highway signs identifying the location of full service One-Stop Career Centers, One-Stop satellite sites, and adult and post secondary institutions (ie public area vocational technical schools, private career schools, and other institutions).

SHARED INFORMATION

Adult and post secondary education schools, colleges, programs, and institutions must be recognized as one of the state's primary partners when long range statewide economic development plans are at stake. Post secondary education providers need accurate and timely local labor market information. Updated procedures or collection methods must be developed and information disseminated to enable post secondary institutions to meet rapidly emerging needs as they occur at the local level.

PLANNING

State plans such as Adult Education and Literacy, Carl Perkins, Tech Prep, School-to-Work, and Welfare-to-Work and Temporary Assistance should be strategically linked to state plans under the Workforce Investment Act. Workforce Development partners should re-examine the duplication of local governance entities, with consideration given to consolidating certain similar and redundant structures. The Education — Workforce Development Taskforce believes that there are too many councils, committees and boards with membership lists that are duplicative and lack participation from local partners and fail to rotate ineffective members. Once established, at least one representative from a public adult and post secondary education institution should be represented on all newly constituted Workforce Investment Act regional workforce development boards. Additional representatives from private vocational technical institutions, community rehabilitation programs, and apprenticeship training programs are strongly recommended. The Governor and the State Workforce Investment Board, currently the Missouri Training and Employment Council, should work with local elected officials to configure the new Workforce Investment Boards with new membership and innovation as required under the Workforce Investment Act of 1998.

*Source of Information: Education —
Workforce Development Taskforce
[Appendix p. 171] and the Workforce Development Transition Team*

BUDGET AND HUMAN RESOURCES

STRATEGIC ISSUE

With current trends to streamline expenditures and make government more cost effective the need arises to integrate and consolidate employment and training programs. Controlling administrative and overhead costs can often improve the overall cost effectiveness and allow additional staff and funds to be focused on customer services. Missourians are entitled to benefit from efficient and effective utilization of government funds.

DESIRED OUTCOMES

An effective unified budget and cost allocation system must support One-Stop Career Centers by allowing for the sharing of resources among agencies providing employment and training services, promote teamwork, improved budgeting and effective program management. To be cost efficient the system must be able to identify duplicated services and provide for the distribution of costs for services jointly delivered.

An effective unified budget and cost allocation system must support the new Division of Workforce Development by meeting existing federal standards for allocating costs, as well as, being approved by the Missouri General Assembly, and the U.S. Department of Labor's Regional Cost Negotiator. The new cost allocation system should provide for budget tracking and reporting to document and analyze costs and outputs.

STRATEGIES

The consolidation of the Division of Job Development and Training, Employment Services from the Division of Employment Security, and related units of the Department of Labor and Industrial Relations into a single Division of Workforce Development will be cost neutral. The priorities to be addressed include: a unified budget, a cost allocation system for implementation at the state level and local One-Stop Career Centers, as well as an accountability system for measuring and tracking financial performance.

The budget submitted to the Missouri General Assembly will reflect the proposed new Division of Workforce Development. The new Division of Workforce Development will include approximately 720 employees and an approximate appropriation level of \$121,000,000. Of this amount, \$70,000,000 is for direct benefits to job seekers and employers.

COST ALLOCATION AT ONE-STOP CAREER CENTERS

A set of guidelines for cost allocation at One-Stop Career Centers should be based on the following principles:

- The sharing of reasonable and allowable costs through an appropriate cost allocation plan for each One-Stop Career Center is necessary for cost effective customer service. This must be done in a manner that is flexible to encourage additional partner participation.

- Each partner must appropriately share in the cost of common space.
- Methods of cost distribution, which will produce an equitable (fair) distribution of cost among the partners, should be used in accordance with OMB circulars, and federal and state guidance. The method should be benefit driven and able to capture tangible and intangible costs for direct and indirect allocation.
- In selecting one cost allocation method over another, consideration should be given to methods which do not require a high level of staff time and effort to administer while able to pass audit on a documented and verifiable cost basis.

Recommended timelines applicable to the One-Stop Career Center cost allocation guidelines are as follows:

- Transitional Status Period-Implementation of a Cost Allocation Plan that includes a Governance Agreement and Resource Sharing Agreement required by July 1, 1999.
- A pilot project using the U.S. Department of Labor Cost Allocation Technical Assistance Guide (TAG) in Missouri is needed. This will entail a limited number of One-Stop Career Centers to pilot the TAG during fiscal year 1999-2000 to prove its value, applicability, and perfect technologies.
- Authorize the remaining One-Stop Career Centers to use the TAG based upon lessons learned from pilot project evaluations as of June 30, 2000.

Missouri will meet the challenges associated with cost allocation at One-Stop Career Centers by providing guidelines for local communities. Successful implementation will demand full cooperation

and participation on the part of all partner agencies. The guidelines will provide enough structure to simplify the development of local plans, while allowing flexibility to meet local needs.

It is essential that all local partners meet and negotiate the plans, taking into account local circumstances. If circumstances dictate the use of other cost allocation methods, consideration will be provided on a case-by-case basis through the Division of Workforce Development.

UNIFIED BUDGET FOR THE DIVISION OF WORKFORCE DEVELOPMENT

To ensure a smooth transition, during the first half of 1999 collaborative decision making will be required regarding workforce development activities. Contractual agreements and memorandums of understanding will be necessary between the Departments of Labor and Industrial Relations and Economic Development during the transition period.

Cost allocation plans for the Departments of Labor and Industrial Relations and Economic Development will need to be filed with the U.S. Department of Labor's Regional Cost Negotiator.

Source of Information: Unified Budget & Cost Allocation Taskforce [Appendix p. 191] and the Workforce Development Transition Team

HUMAN RESOURCES

STRATEGIC ISSUE

Current human resource classifications vary among agencies that provide employment and training services. There is a need for the new Workforce Development System to adopt unified procedures that support all employees.

DESIRED OUTCOMES

An effective human resources program must provide employees with clear and comprehensive job descriptions, impartial job performance appraisals tied to customer based results, a well designed career path, and result in equal pay for equal work. The program must also ensure appropriate staff utilization, provide for effective training, and promote job security and satisfaction.

The human resources program will lead to increased accountability and productivity, higher skilled employees, less management layers, and an increased commitment to teamwork. The program will facilitate the integration of merit and non-merit employees into One-Stop Career Centers.

The human resources program will promote a positive attitude among employees and substantially improve customer service.

STRATEGIES

The consolidation of employment and training programs should necessitate the creation of a new job classification system. There are now 6 classifications used by the

Division of Job Development and Training and 19 classifications used by the Division of Employment Security's Employment Services. These 25 classifications include 15 differing pay ranges. The new series includes 9 classes; 4 technical specialist levels, 4 supervisory levels, and 1 manager level. It is anticipated that the highest supervisory level and the manager classification will be converted to a broadbanded class once broadbanding goes into effect. **[Appendix p. 207]**

The consolidation of these classifications is intended to be as cost neutral as possible and cause minimal impact on the salaries of current employees. Since it is not possible to collapse 25 classifications on 15 pay ranges into 9 classifications on 8 pay ranges and not affect some employees pay range, a transition plan that minimizes any impact is desirable.

The following chart illustrates how current employees should transition into the new division. Many employees will transition to a classification that is at the same pay range as their present classification. The salaries of those employees will not change. For some employees, the new classification will equal one pay range less. Those employees will keep their current salary. Employees moving down in a pay range will freeze until future pay range adjustments are made. Employees whose new classifications equal one or two pay ranges higher than their current classification will be moved to the new classification at their present rate of pay unless an increase is required to get them into the new pay range.

Pay Range	CURRENT CLASSIFICATIONS	NEW CLASSIFICATIONS	Pay Range
34	Assistant Director, E. S. Operations Assistant Director, Field Operations	Management of new Division should determine if positions at this level should be classified or unclassified	34
33			33
32			32
31			31
31 30 30 29 29 29	E. S. Manager V Chief of Programs, E. S. Assistant Director, Manpower Planning Administrative Services Manager, JDT Planning & Research Manager Job Training Program Manager	Workforce Development Manager	30
29			29
28 26	E. S. Manager IV E. S. Manager III	Workforce Development Supervisor IV	28
27 27 25	E. S. Supervisor IV (Program Administrator) Employment Counseling Supervisor Job Training Program Specialist II	Workforce Development Specialist IV	27
26			26
25			25
24 24	E. S. Manager II E. S. Supervisor III (Line Supervisor)	Workforce Development Supervisor III	24
24 22 21	E. S. Supervisor III (Program Administrator) Job Training Program Specialist I E. S. Representative III	Workforce Development Specialist III	23
22			22
22 21	E. S. Manager I E. S. Supervisor II (Line Supervisor)	Workforce Development Supervisor II	21
21 20 19 19	E. S. Supervisor II (Program Administration) Employment Counselor II E. S. Representative II E. S. Supervisor I (Program Administrator)	Workforce Development Specialist II	20
19	E. S. Supervisor I (Line Supervisor)	Workforce Development Supervisor I	19
18			18
16 17 17 16 16	E. S. Technician E. S. Representative I Employment Counselor I Disabled Veterans Representative Veterans Employment Representative	Workforce Development Specialist I	17
16			16
15			15
14	E. S. Deputy	Workforce Development Deputy	14

Note: There are a number of positions that are currently allocated to a common classification, such as Clerk Typist, Account Clerk, and Research Analyst, that will be transferred to the Division of Workforce Development. These employees will be transitioned to the Division of Workforce Development in the same classification.

The following information corresponds with the previous chart as to the duties and responsibilities for the job classifications of the Division of Workforce Development.

WORKFORCE DEVELOPMENT MANAGER – RANGE 30

This is administrative and managerial work that involves the direction of a workforce development section or unit.

This level of work is currently being performed by Employment Security Manager V's, Chief of Programs, E.S., Administrative Service Manager, JD&T, Planning and Research Manager and Job Training Program Managers.

WORKFORCE DEVELOPMENT SUPERVISOR IV – RANGE 28

This is administrative and supervisory work managing a large local office. Positions at this level would normally be responsible for more than twenty-six staff.

This level of work is currently being performed by Employment Security Manager IV's and some Employment Security Manager III's.

WORKFORCE DEVELOPMENT SPECIALIST IV – RANGE 27

This is administrative-level work, which involves program administration, assistance and / or monitoring of large, complex statewide programs.

This would include duties currently performed by Job Training Program Specialist II's and Employment Service Supervisor IV's in the central office. This level could include some supervisory duties. The emphasis of the work is technical.

WORKFORCE DEVELOPMENT SUPERVISOR III – RANGE 24

This is supervisory and/or administrative work in managing a medium-size local office or providing supervision to line staff in a large local office.

This work is currently being performed by Employment Security Manager II's and Employment Service Supervisor III's. Positions at this level would normally supervise, directly or indirectly, between fifteen and twenty-five subordinates.

WORKFORCE DEVELOPMENT SPECIALIST III – RANGE 23

This is advanced work in performing duties related to workforce development programs administration, assistance and / or monitoring. Positions at this level could be responsible for administration / monitoring of programs that are smaller in scope and complexity.

Work at this level is currently being performed by Job Training Program Specialist I's and Employment Service Supervisor III's in program operations.

WORKFORCE DEVELOPMENT SUPERVISOR II – RANGE 21

This is second-level supervisory work, normally at the local office level. Positions at this level could be in charge of a small local office (or branch office) or could perform line supervision of staff in a larger office. The number of subordinates supervised at this level would normally be between eight and fourteen.

This work is currently being performed by Employment Service Supervisor II's and Employment Security Manager I's.

WORKFORCE DEVELOPMENT SPECIALIST II – RANGE 20

This is a journey-level classification that performs basic duties related to workforce development program administration, assistance and / or monitoring.

This work is currently being done by Employment Counselor II's and Employer Service Representative II's.

WORKFORCE DEVELOPMENT SUPERVISOR I – RANGE 19

This is first-line supervisory work that would normally be found at the local office level. An employee in this class would normally supervise fewer than eight subordinates.

This work is currently being performed by Employment Service Supervisor I's.

WORKFORCE DEVELOPMENT SPECIALIST I – RANGE 17

This is a professional/technical-level classification.

Performs duties which are currently being done by Employment Service Technicians, Disabled Veterans Representatives, Veterans Employment Representatives, Employment Counselor I's and Employer Service Representative I's.

WORKFORCE DEVELOPMENT DEPUTY – RANGE 14

This class is a revision of the current E.S. Deputy class and includes duties performed by those individuals.

EMPLOYEE PERFORMANCE MANAGEMENT

The Missouri Division of Personnel's Performance Management System should be implemented, but customized to match the needs of the new Division's workforce. Because the system requires continuous communication between staff and their supervisors the performance management system should create a team-working environment which will enhance performance and customer satisfaction. The performance management system will be well suited to helping the new Division staff achieve the goals of the strategic plan and meet the performance requirements of the Workforce Investment Act of 1998.

The Performance Management System should be customized to match the strategic plan, organizational structure, work units or teams, and most importantly the individual employee. The best advice from Missouri Division of Personnel staff responsible for statewide implementation of the new performance management system is as follows. Any performance management system should not be implemented until after the new division has developed a mission statement, strategic plan, organizational structure, and well-defined and cohesive work units.

The Performance Management System should be started at the state level in Jefferson City with one or two pilot work units or sections. However, at the same time a team of central and local office staff should begin the process of developing a "blueprint" of the performance management system to be customized by the staff at

each local office. Then the system should be expanded to the next largest work units or offices at the local level and continued until completed.

The recommended timetable to implement the Performance Management System, based upon the experience and advice of the Division of Personnel staff, is as follows. The entire Division will need at least two and more likely three years to implement the new System. The timeframe is based upon the recommendations of staff who have participated in this new System on a pilot basis. More important, management and staff will be going through a transition that involves the blending of different workplace cultures while simultaneously adapting to the new federal Workforce Investment Act and the reform of welfare in Missouri. The new Division leadership should commit to extraordinary effort and sufficient resources to implement a new performance management system.

An employee evaluation system has been designed to create an employee performance management system that facilitates continuous communication and improvement in specific staff responsibilities that are linked to the work unit or team's function and the strategic plan of the Division of Workforce Development. The new System is an opportunity to connect one's work with a more current way of doing business. Because the employee evaluation system requires continuous communication between employees and their supervisors at all levels, the Performance Management System will create a team working environment which will enhance performance and customer satisfaction.

Source of Information: Human Resources Taskforce [Appendix p. 209] and the Workforce Development Transition Team

SUMMARY

The new Workforce Development System will enhance Missouri's ability to compete effectively in the global economy. Integrating economic development and workforce development is the key to a system that responds to labor market changes in a timely and effective manner. A workforce development system that brings job seekers and employers together more rapidly will increase productivity, invigorate the economy, and improve Missouri's quality of life.

New Directions in Workforce Development outlines the emphasis placed on community-based design and local control of One-Stop Career Centers as well as making the Division of Workforce Development highly responsive to the needs of job seekers and employers. As the new Division enhances services for Missourians it will look for guidance from the Workforce Investment Act of 1998 and policy leadership from the Missouri Training and Employment Council.

The Division of Workforce Development will expand citizen accessibility to employment and training services and emphasize customer choice - always putting the citizen ahead of bureaucracy. Streamlining customer intake and tracking systems will shorten the time required to serve the citizens and will reduce the length of time people are dependent on unemployment benefits or public assistance.

The workforce is dynamic. Missouri must focus on developing a consolidated workforce development system that provides Missouri employers with the best skilled and trained workers. Working for one company is the exception, rather than the rule. Workers today must take the responsibility for their own careers in order to remain employable in a changing job market. It is the role of the new Workforce Development System to identify work skills that are transferable to existing, new, and expanding jobs.

The new Division will assist employers by improving access to the skilled workers and filling their job openings in a timely manner. Providing timely labor market information will also help them stay competitive in the marketplace.

APPENDIXES

The Appendixes reflect the work of the Taskforces or other reference materials. Some of the Taskforce recommendations have been incorporated into New Directions in Workforce Development.

GOVERNOR'S LETTER

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OFFICE OF THE GOVERNOR
STATE OF MISSOURI
JEFFERSON CITY
65101

MEL CARNAHAN
GOVERNOR

STATE CAPITOL
ROOM 216
(573) 751-3222

March 31, 1998

Recently, Missouri has experienced improved coordination and collaboration among agencies implementing the State's 70+ employment and job training programs. However, these programs remain administratively and functionally fragmented. It is time to take the next logical step in our effort to provide greater value to Missouri's citizens. Fully integrating the fragmented employment and training programs into a comprehensive workforce development system will improve customer focus and results.

There is also a need to integrate the administrative adjudication programs that are currently scattered among several state agencies. The integration of these adjudication programs will provide consistent administrative oversight and economies of scale. This reform will also facilitate uniform administrative adjudication policies and procedures and ensure Missourians receive timely service and full value for the tax dollars invested in their government.

Missouri will experience optimal benefit by locating the integrated workforce development system within the Department of Economic Development and the administrative adjudication system with the Department of Labor and Industrial Relations.

I have asked David Mitchem to lead the development and implementation of both systems. Mr. Mitchem will represent the Governor's office in crafting these enhanced service delivery systems. Mr. Mitchem will also keep the legislature apprised of our progress. I expect each department director to actively work with Mr. Mitchem to overcome any perceived or actual barriers to the timely implementation of these two reform initiatives.

March 31, 1998
Page Two

Thank you for your assistance to ensure the successful implementation of these important system reforms.

Very truly yours,



Mel Carnahan

MC/dk

EMPLOYMENT AND TRAINING PROGRAM LISTING

*This portion of the Appendix was provided by state agencies
providing workforce programs and services and should be
viewed as reference material only.*

STATEWIDE EMPLOYMENT AND TRAINING PROGRAMS

Over the last several years, employment and training programs have been administered by multiple state government agencies. The result has been a puzzling patchwork of needed programs, with no single source of access for customers. It is proposed that the new Division of Workforce Development provide statewide integration and coordination of all employment and training programs and services through local One-Stop Career Centers, associated satellites, and the Internet via **Missouri WORKS!**. The result is an accountability system that will measure results as required by Governor Mel Carnahan's Show-Me Results and the Workforce Investment Act of 1998. The following programs and services are a summation of statewide employment and training programs. Not all programs listed will be consolidated into the new Division of Workforce Development.

1. Program: Community College New Jobs Training Program

Description: Provides education and training at a reduced cost to new or expanding industries for workers who are employed in newly created jobs. Whether the new industry locating in Missouri or an existing industry that is expanding its workforce in the State, the Missouri Community College New Jobs Training Program can offer the resources necessary to train workers in new jobs and at a reduced cost to the new or expanding industry. Missouri is one of the few states in the nation that provides this program to companies.

Department Administering: Economic Development – Division of Job Development & Training

Contracts: Labor and Industrial Relations

Source of Information: Missouri Workforce Development Program Inventory; Division of Job Development & Training

	FY 96	FY 97	FY 98
Number of Individuals Served	6,681	13,048	13,371
Number of Companies Served	23	34	43
State General Revenue	\$6,800,000	\$8,000,000	\$8,000,000

2. Program: Missouri Women's Council

Description: Contracts for women's training programs that provide General Equivalency Diploma, job-specific training and personal development.

Department Administering: Economic Development – Division of Community & Economic Development

Source of Information: Missouri Workforce Development Program Inventory

	FY 96	FY 97	FY 98
Number of Individuals Served	46	46	86
State General Revenue	\$59,947	\$62,227	\$155,694
Federal Funding	\$81,968	\$56,999	\$52,999

3. Program: Customized Training Program

Description: Assists new and expanding employers to recruit and train employees in newly created jobs and helps reduce costs of retraining existing workers as a result of new capital. Administered jointly with Division of Elementary and Secondary Education Vocational Education and Adult Basic Education.

Department Administering: Economic Development – Division of Job Development & Training

Source of Information: Missouri Workforce Development Program Inventory; Division of Job Development & Training

	FY 96	FY 97	FY 98
Number of Individuals Served	10,234	21,881	33,997
Number of Companies Served	187	260	240
Federal Funding	\$16,618,755	\$11,675,000	\$15,075,000

4. Program: Job Training Partnership Act Titles II-A (Adult) & II-C (Youth) Formula Allocations Only

Description: Provides job training for youth and adults who are facing serious barriers to employment.

Department Administering: Economic Development – Division of Job Development & Training

Source of Information: Missouri Workforce Development Program Inventory; Division of Job Development & Training

Note: *No Allocations as of October 5, 1998.

	PY 96	PY 97	PY 98
Number of Individuals Served	6,296	6,087	----
State General Revenue	\$14,485,914	\$13,638,387	\$16,681,671*

5. Program: Federal Welfare-to-Work Grants

Description: Aids Private Industry Councils in transitional employment assistance to move hard-to-employ Temporary Assistance for Needy Families (TANF) recipients into jobs offering long-term employment.

Department Administering: Economic Development – Division of Job Development & Training

Source of Information: Missouri Workforce Development Program Inventory; Division of Job Development & Training

Note: *U.S. Department of Labor Grant Amount, April 1, 1998.

	PY 97
Federal Funding	\$19,979,398*

6. Program: Missouri WINS (Workforce Initiative Networking System) One-Stop Career Center System

Description: Provides resources to link services and education to successful employment and creates linkages of information and services to qualified employees. Joint provision of services by Division of Job Development and Training and the Division of Employment Security through grant to Division of Employment Security.

Department Administering:

Contracts: U.S. Department of Labor - 3 year grant

Source of Information: Missouri Workforce Development Program Inventory; Division of Job Development & Training

Note: **Not a participant related grant.*

	PY 95	PY 96	PY 97
Number of Individuals Served	*	*	*
Federal Funding	\$2,089,000	\$1,290,370	\$1,466,330

7. Program: Mobile Learning Lab

Description: Pilot project for rural mobile learning lab.

Department Administering: Economic Development - Division of Professional Registration

Source of Information: Division of Job Development & Training

Note: *Division of Family Services / Service Delivery Area 2 Pilot Project.*

	PY 96	PY 97	PY 98
State General Revenue	\$150,000		
Federal Funding		\$50,000	\$50,000

8. Program: Job Readiness Training / Work Experience Program

Description: Provides General Equivalency Diploma, job-specific training, and personal development through training contracts. Provides students in residential care, community care, or after care with job readiness, work experience and General Equivalency D services.

Department Administering: Economic Development – Division of Job Development & Training

Contracts: Social Services – Division of Youth Services

Source of Information: Division of Job Development & Training

	PY 96	PY 97	PY 98
State General Revenue	\$545,336	\$543,693	\$543,693

9. Program: JOBS / FUTURES

Description: Referral to classroom occupational training. The Service Delivery Areas do assessment and referral.

Department Administering: Economic Development – Division of Job Development & Training

Contracts: Social Services – Division of Family Services

Source of Information: Division of Job Development & Training

	PY 96	PY 97	PY 98
Federal Funding	\$281,000	\$281,000	\$281,000

10. Program: Missouri Community Careers System

Description: The Division of Job Development & Training assists in the management, implementation and monitoring of the school-to-work grant.

Department Administering: Economic Development – Division of Job Development & Training

Contracts: Department of Elementary & Secondary Education

Source of Information: Division of Job Development & Training

Note: *Contract period January 1, 1997 to December 31, 1997. **Contract period January 1, 1998 to December 31, 1998.

	PY 96	PY 97
Federal Funding	\$56,5604*	\$100,397**

11. Program: School-to-Work (Job Training Partnership Act Title II A/C Adult / Youth 8%)

Description: A successful school-to-work program is one where participants remain in school, graduate or attain their General Equivalency Diploma, attain practical and theoretical knowledge of work, obtain employment, and/or pursue post secondary education.

Department Administering: Economic Development – Division of Job Development & Training

Source of Information: Division of Job Development & Training

Note: *Also included in Job Training Partnership Act Title II A/C Adult / Youth

	PY 96	PY 97	PY 98
Number of Individuals Served	622*	856*	----
Federal Funding	\$1,158,815*	\$1,091,071*	\$1,334,534*

12. Program: Literacy and Lifelong Learning Program Job Training Partnership Act Title II – A/C 8%

Description: Assists individuals in enhancing their academic knowledge, enhance their work-related skills, and or increase their earnings.

Department Administering: Economic Development – Division of Job Development & Training

Source of Information: Division of Job Development & Training

Note: See School-to-Work listing.

13. Program: Task Oriented Training / Profiling

Description: To provide companies / employers with comprehensive, on-site job analyses. By using customized job profiles, companies are able to develop on-the-job training programs, which are both structured and manageable.

Department Administering: Economic Development – Division of Job Development & Training

Contracts: University of Missouri

Source of Information: Division of Job Development & Training

Note: *Not yet contracted.

	FY 96	PY 96	FY 97	PY 97
State General Revenue	\$112,728		\$134,441	
Federal Funding		\$28,182		\$10,000

14. Program: Missouri Employment and Training Program (METP)

Description: Provides employment and training services for targeted recipients of Food Stamps who are identified each month by the Division of Family Services. Through an assessment of each participant needs, a determination is made of the most appropriate employment and training activity for enrollment. These services include on-the-job training, classroom vocational training, and basic educational training.

Department Administering: Social Services – Division of Family Services

Contracts: Economic Development – Division of Job Development & Training

Source of Information: Division of Job Development & Training

Note: *Contract amount. **Contract amount ends September 30, 1998.

	PY 96	PY 97	PY 98
Number of Individuals Served	330	280	----
Federal Funding	\$250,000*	\$265,989*	462,500*

15. Program: Missouri Adult Training Programs Job Training Partnership Act Title II-A Adult Formula Allocation Only

Description: To provide at a local level a wide range of training activities to improve the long-term employability and earnings of adults. (Greater local control allows funds and programs to be used where the need is greatest.)

Department Administering: Economic Development – Division of Job Development & Training

Source of Information: Division of Job Development & Training

Note: *No allocation October 5, 1998.

	PY 96	PY 97	PY 98
Number of Individuals Served	4,630*	4,580*	----
Federal Funding	\$12,628,579*	\$11,967,379*	\$14,715,051*

16. Program: Nontraditional Training and Placement for Women Job Training Partnership Act Title II – A/C Adult / Youth 8%

Description: The Division of Job Development and Training along with Private Industry Councils and other state agencies, including the Women's Council, promotes, develops, and strengthens local and state programs to serve the employment and training needs of women in nontraditional employment and apprenticeships.

Department Administering: Economic Development – Job Development & Training

Source of Information: Division of Job Development & Training

Note: See School-to-Work.

17. Program: Missouri Experienced Worker Program Job Training Partnership Act Title II A 5% Older Individuals

Description: To help persons 55 and over with limited income get prepared for and placed in full-time or part-time jobs; and to help businesses locate and hire these older, qualified workers.

Department Administering: Economic Development – Division of Job Development & Training

Source of Information: Division of Job Development & Training

Note: *5% of Job Training Partnership Act Title II-A (Adult) Allocation.

	PY 96	PY 97	PY 98
Number of Individuals Served	*	*	*
Federal Funding	\$631,426*	\$598,369*	\$735,752*

18. Program: Missouri Summer Youth Employment and Training Program Job Training Partnership Act Title II-B

Description: To provide services that enhance the employability of economically disadvantaged youth, ages 14-21, through meaningful work experience, improving their academic skills, learning more about the world of work, gaining work maturity skills, and earning income. This program also encourages school completion and enhances the citizenship skills of youths.

Department Administering: Economic Development – Division of Job Development & Training

Source of Information: Division of Job Development & Training

Note: *No allocation October 5, 1998.

	PY 96	PY 97	PY 98
Number of Individuals Served	5,980	5,135	----
Federal Funding	\$11,304,000*	\$12,952,118*	*

19. Program: Missouri Worker Reentry Programs / Missouri Rapid Response Job Training Partnership Act Title III EDWAA (Economic Dislocation and Worker Adjustment Assistance Act) formula & discretionary

Description: To help permanently laid-off Missouri workers to reenter the workforce. To help alleviate unemployment and economic distress resulting from business closings or cutbacks and to facilitate creation of new jobs to replace those lost.

Department Administering: Economic Development – Division of Job Development & Training

Source of Information: Division of Job Development & Training

Note: *No allocation on October 5, 1998.

	PY 96	PY 97	PY 98
Number of Individuals Served	8,435	7,994	----
Federal Funding	\$12,459,833*	\$10,876,424*	\$12,288,831*

20. Program: Missouri Rapid Response Program and Dislocated Worker Unit

Description: To help alleviate unemployment and economic distress resulting from business closings or cutbacks and to facilitate creation of new jobs to replace those lost. The Rapid Response Program offers immediate assistance to those persons associated with plant closing or mass layoffs. As dictated by the reasons for the closings or mass layoffs, various local human services representatives provide information regarding, for example, employment training, reemployment information, financial counseling, family counseling and unemployment benefits.

Department Administering: Economic Development – Division of Job Development & Training

Source of Information: Division of Job Development & Training

Note: See Missouri Worker Reentry Programs.

21. Program: Career Center Grants – 40%

Description: Additional funding provided to the Service Delivery Areas to encourage the integration of services in career centers and move service delivery toward a One -Stop Career Center system.

Department Administering: Economic Development – Division of Job Development & Training

Source of Information: Division of Job Development & Training

Note: See Missouri Worker Reentry Programs.

22. Program: 40% Department of Elementary and Secondary Education Training Fund – 40%
Description: Additional training funds administered by the Department of Elementary and Secondary Education and available statewide to the Service Delivery Areas to provide skill training to dislocated workers.

Department Administering: Economic Development – Division of Job Development & Training

Source of Information: Division of Job Development & Training

Note: See Missouri Worker Reentry Programs.

23. Program: Missouri AFL/CIO Worker Transition Team Program

Description: AFL/CIO contracted services to provide information and coordination of services to dislocated workers. This contract allows for the establishment of Transition Teams which are trained groups of workers that can assist co-workers in the access to workforce development and other community services.

Department Administering: Economic Development – Division of Job Development & Training

Source of Information: Division of Job Development & Training

Note: See Missouri Worker Reentry Programs.

24. Program: University of Missouri Extension Hotline

Description: This hotline network offers a single point of contact to assist dislocated workers with information, job search assistance and referral to appropriate agency offering the services desired.

Department Administering: Economic Development – Division of Job Development & Training

Source of Information: Division of Job Development & Training

Note: See Missouri Worker Reentry Programs.

25. Program: Worker Profiling

Description: The Missouri Worker Profiling and Re-employment Services System is designed to identify and assist workers who have filed a claim for unemployment benefits and are most likely to exhaust their claim and remain unemployed. The employment counselors and other employment service providers make available their re-employment expertise to assist the selected individuals in returning to work more quickly than would be the case if unassisted.

Department Administering: Economic Development – Division of Job Development & Training

Source of Information: Division of Job Development & Training

Note: See Employment Service Worker Profiling Program.

26. Program: Missouri Youth Service and Conservation Corps Job Training Partnership Act Title II A/C Adult / Youth 8%

Description: To help Missouri youth gain valuable training, experience, and when needed, remedial education or General Equivalency Diploma study; and to promote service and conservation benefits to the State and the communities within Missouri.

Department Administering: Economic Development, Division of Job Development & Training

Source of Information:

Note: *Included in Title II A/C. **U.S. Department of Labor/Dept. of Natural Resources funding.

	FY 96	PY 96	FY 97	PY 97	FY 98	FY 98
Number of Individuals Served	----	*	*	*	*	*
State General Revenue	**	----	\$1,389,760 **	----	\$454,693**	----
Federal Funding	----	\$165,955**	----	\$260,368*	----	\$252,372*

27. Program: Missouri Youth Training Program Job Training Partnership Act Title II C Youth formula allocation only

Description: To provide at a local level a wide range of services to improve the long-term employability of youth, encourage school completion or enrollment in alternative educational programs, and assist youth to successfully move from school to work.

Department Administering: Economic Development - Division of Job Development & Training

Source of Information: Economic Development

Note: *Included in Job Training Partnership Act. **No allocation on October 5, 1998.

	PY 96	PY 97	PY 98
Number of Individuals Served	1,666*	1,507*	-----
Federal Funding	\$1,856,675*	\$1,671,008*	\$1,966,620**

28. Program: Trade Adjustment Assistance Act and North American Free Trade Agreement / Title III Job Training Partnership Act Dual Enrollment Grant

Description: Assists unemployed workers eligible for both Trade Adjustment Assistance Act and North American Free Trade Agreement and Title III, Job Training Partnership Act programs. The Trade Adjustment Assistance Act and Title III Job Training Partnership Act training providers assist each other with minimizing service duplications and provide employment training assistance and other assistance related to training such as payment for fees, books, and miscellaneous tools, as appropriate, for the benefit of the individual. There is much cooperation and exchange of information between the Worker Re-Entry Program, Trade Adjustment Assistance Act and North American Free Trade Agreement program operators. Assessment information, tuition, transportation are evaluated by the agencies involved to determine that individuals are in the most appropriate program for their specific needs.

Department Administering: Economic Development - Division of Job Development & Training

Source of Information: Economic Development

Note: See Trade Adjustment Assistance Act and North American Free Trade Agreement program.

29. Program: Discretionary Grant Administration

Description: Allows the drafting, implementation and administration of grants requested from the U.S. Department of Labor to assist dislocated workers involved in large layoff events. These grants are requested when normal Job Training Partnership Act Title III funds are not adequate to provide necessary services.

Department Administering: Economic Development - Division of Job Development & Training

Source of Information: Economic Development

30. Program: Job Training Partnership Act Title II-A/C Adult / Youth 8% State Education Coordination and Projects

Description: Includes section 123 activities such as school-to-work, Literacy and lifelong learning, nontraditional training and employment for women, and funding of the Missouri Youth

Department Administering: Economic Development, Division of Job Development & Training

Source of Information: Economic Development

	PY 96	PY 97	PY 98
Number of Individuals Served	622*	856*	
Federal Funding	\$1,158,815*	\$1,091,071*	\$1,334,534*

31. Program: Division of Youth Services Job Readiness / Work Experience Program**Description:** Provides Division of Youth Services students in residential care, community care, or after care with job readiness, work experience and General Equivalency Diploma services.**Department Administering:** Economic Development - Division of Job Development & Training**Source of Information:** Economic Development**Note:** Not in Job Training Information System (JTIS)

	PY 96	PY 97	PY 98
Number of Individuals Served	1	1	1
State General Revenue	\$545,336	\$543,693	\$543,693

32. Program: Caring Communities**Description:** Builds creative partnerships to strengthen families, schools and communities. Five state agencies joined this effort to keep parents working by cutting red tape to make services more convenient and less confusing.**Department Administering:** Economic Development, Division of Job Development & Training**Source of Information:** Economic Development**33. Program:** A+ Schools**Description:** Awards grants to public secondary schools that demonstrate a commitment to graduating all students, to expecting challenging studies from all students, and to helping students make the transition after graduation into colleges, post-secondary vocational or technical schools, or high wage jobs with workplace skill development opportunities.**Department Administering:** Elementary & Secondary Education – Division of Vocational & Adult Education**Source of Information:** Missouri Workforce Development Program Inventory

	FY 96	FY 97	FY 98
Number of Individuals Served	28,000	42,000	66,000
State General Revenue	\$7,500,000	\$10,500,000	\$13,000,000

34. Program: Adult Basic Education / General Equivalency Diploma testing**Description:** Allows people to continue their education to a high school level by offering basic literacy skills, General Equivalency Diploma preparation, English as a second language training and workplace literacy programs.**Department Administering:** Elementary & Secondary Education – Division of Vocational & Adult Education**Source of Information:** Missouri Workforce Development Program Inventory

	FY 96	FY 97	FY 98
Number of Individuals Served	52,598	53,283	56,671
State General Revenue	\$2,797,663	\$3,297,663	\$3,297,663
Federal Funding	\$8,842,236	\$8,892,236	\$8,842,236
Other (Outstanding Schools)	\$400,000	\$450,000	\$500,000

35. Program: Agriculture Education

Description: Prepares and supports individuals for careers, builds awareness and develops leadership for food, fiber and natural resource systems.

Department Administering: Elementary & Secondary Education – Division of Vocational & Adult Education

Source of Information: Missouri Workforce Development Program Inventory

	FY 96	FY 97	FY 98
Number of Individuals Served	22,511	23,264	24,195
State General Revenue	\$1,937,260	\$2,380,260	\$2,384,260

36. Program: Applied Academics

Description: Establish applied academic course work within high schools, area vocational schools, community colleges, and four-year institutions, and professional development training for academic and vocational teachers.

Department Administering: Elementary & Secondary Education – Division of Vocational & Adult Education

Source of Information: Missouri Workforce Development Program Inventory

	FY 96	FY 97	FY 98
Number of Individuals Served	24,550	28,737	36,697
Federal Funding	\$77,500	\$9,000	\$9,000

37. Program: Business Education

Description: Provides instruction for and about business and provides for retraining or upgrading of skills to allow for job advancement.

Department Administering: Elementary & Secondary Education – Division of Vocational & Adult Education

Source of Information: Missouri Workforce Development Program Inventory

	FY 96	FY 97	FY 98
Number of Individuals Served	62,733	60,969	65,136
State General Revenue	\$2,845,420	\$2,897,420	\$2,833,420

38. Program: Customized Training

Description: Provides funding to Missouri employers to offset the costs of employee training and retraining.

Department Administering: Elementary & Secondary Education – Division of Vocational & Adult Education (This program is jointly administered by the Division of Job Development and Training and the Department of Elementary and Secondary Education)

Source of Information: Missouri Workforce Development Program Inventory

	FY 96	FY 97	FY 98
Number of Individuals Served	34,877	35,506	30,704
State General Revenue	\$5,020,000	\$5,020,000	\$5,020,000

39. Program: Family and Consumer Science

Description: Focus on balancing work and family.

Department Administering: Elementary & Secondary Education – Division of Vocational & Adult Education

Source of Information: Missouri Workforce Development Program Inventory

	FY 96	FY 97	FY 98
Number of Individuals Served	81,398	82,958	81,095
State General Revenue	\$329,340	\$349,340	\$529,340

40. Program: Guidance and Placement

Description: Assist students and some adults to make informed educational and career decisions.

Department Administering: Elementary & Secondary Education – Division of Vocational & Adult Education

Source of Information: Missouri Workforce Development Program Inventory

	FY 96	FY 97	FY 98
Number of Individuals Served	250,000	250,000	250,000
State General Revenue	\$1,110,696	\$1,069,500	\$868,000
Federal Funding	\$284,000	\$258,000	\$195,376

41. Program: Health Occupations

Description: Provide opportunities for students to train for jobs in the health care field through clinical experience, cooperative education employment, and internships.

Department Administering: Elementary & Secondary Education – Division of Vocational & Adult Education

Source of Information: Missouri Workforce Development Program Inventory

	FY 96	FY 97	FY 98
Number of Individuals Served	16,107	15,416	14,887
State General Revenue	\$3,788,500	\$3,844,500	\$3,874,500

42. Program: Industrial Education

Description: Trains individuals for entry level employment or articulation with an adult or post-secondary training program, and provides retraining and advanced training.

Department Administering: Elementary & Secondary Education – Division of Vocational & Adult Education

Source of Information: Missouri Workforce Development Program Inventory

	FY 96	FY 97	FY 98
Number of Individuals Served	40,502	39,980	44,777
State General Revenue	\$4,553,400	\$4,201,400	\$4,205,400
Federal Funding	\$120,000	\$125,000	\$140,000

43. Program: Integration of Academic and Vocational Education

Description: Strengthen and unify the academic and occupational skill development of secondary and post-secondary students.

Department Administering: Elementary & Secondary Education – Division of Vocational & Adult Education

Source of Information: Missouri Workforce Development Program Inventory

	FY 96	FY 97	FY 98
<i>Number of Individuals Served</i>	212,946	210,615	209,978
<i>State General Revenue</i>	\$21,460,226	\$21,662,232	\$21,442,827
<i>Federal Funding</i>	\$50,457,054	\$48,434,167	\$67,010,352

44. Program: Job Training Partnership Act 8 Percent

Description: Involves at risk and school-to-career activities. Projects provide everything from basic skills, remediation, academic credit, job shadowing, and work experience.

Department Administering: Elementary & Secondary Education – Division of Vocational & Adult Education

Source of Information: Missouri Workforce Development Program Inventory

	FY 96	FY 97	FY 98
<i>Number of Individuals Served</i>	3,800	3,409	3,500
<i>Federal Funding</i>	\$11,000,000	\$11,000,000	\$11,000,000

45. Program: Learn and Serve America

Description: Encourages curriculum-based service learning, community involvement, and youth leadership.

Department Administering: Elementary & Secondary Education – Division of Vocational & Adult Education

Source of Information: Missouri Workforce Development Program Inventory

	FY 96	FY 97	FY 98
<i>Number of Individuals Served</i>	13,000	16,000	16,144
<i>Federal Funding</i>	\$843,000	\$843,000	\$843,000

46. Program: Marketing and Cooperative Vocational Education

Description: Develops competent workers for the major occupational areas within marketing by integration basic and advanced academic skills into a curriculum that stresses applying these skills to work.

Department Administering: Elementary & Secondary Education – Division of Vocational & Adult Education

Source of Information: Missouri Workforce Development Program Inventory

	FY 96	FY 97	FY 98
<i>Number of Individuals Served</i>	19,042	17,373	19,422
<i>State General Revenue</i>	\$666,900	\$622,900	\$602,900

47. Program: Missouri's Community Careers System: School-to-Career Initiative

Description: Seeks to prepare Missouri students and learners (out of school youth) for the world of work.

Department Administering: Elementary & Secondary Education – Division of Vocational & Adult Education

Source of Information: Missouri Workforce Development Program Inventory

48. Program: Missouri Occupational Information Coordinating Committee (MOICC)

Description: Provides occupational information to job seekers through data coordination, producing information to assist in education and training programs.

Department Administering: Elementary & Secondary Education – Division of Vocational & Adult Education

Source of Information: Missouri Workforce Development Program Inventory

49. Program: New Perspectives

Description: Assists individuals to prepare for the workforce by identifying interests and skills and providing access to training without the influence of gender stereotyping.

Department Administering: Elementary & Secondary Education – Division of Vocational & Adult Education

Source of Information: Missouri Workforce Development Program Inventory

	FY 96	FY 97	FY 98
Number of Individuals Served	13,320	13,488	10,477
State General Revenue	\$101,500	\$101,500	\$101,500
Federal Funding	\$2,164,464	\$2,057,647	\$2,189,535

50. Program: Technical Preparation Education

Description: Provides coordinated training in technical occupations and helps to maintain strong links between secondary schools and post-secondary educational institutions that can lead to a two-year associate degree or apprenticeship program that focuses on high-skilled technical occupations.

Department Administering: Elementary & Secondary Education – Division of Vocational & Adult Education

Source of Information: Missouri Workforce Development Program Inventory

	FY 96	FY 97	FY 98
Number of Individuals Served	28,610	74,107	71,023
Federal Funding	\$2,241,409	\$2,079,183	\$2,117,311

51. Program: Veterans Education

Description: Missouri State Approving Agency approves, supervises and monitors courses of education and training for the federal GI bill and the Job Training Partnership Act recipients who are attending public and proprietary schools in Missouri.

Department Administering: Elementary & Secondary Education – Division of Vocational & Adult Education

Source of Information: Missouri Workforce Development Program Inventory

	FY 96	FY 97	FY 98
Number of Individuals Served	6,000	6,000	6,000
State General Revenue	\$315,505	\$324,464	\$337,304

52. Program: Vocational Special Needs

Description: At-Risk Centers help students complete graduation requirements and acquire employment skills. Vocational Preparation provides career exploration opportunities and prepares students for vocational skill training. Workplace readiness teaches the high performance skills needed to help employees meet workplace challenges and succeed in a rewarding career. Vocational Resource Educator helps students with disabilities make a smooth transition into vocational programs.

Department Administering: Elementary & Secondary Education – Division of Vocational & Adult Education

Source of Information: Missouri Workforce Development Program Inventory

	FY 96	FY 97	FY 98
Number of Individuals Served	7,907	8,235	8,582
State General Revenue	\$1,220,000	\$1,220,000	\$1,220,000

53. Program: Vocational Technical Education Enhancement Grants

Description: Expands and enhances the quality of occupational preparatory vocational education programs through improved alignment with business and industry occupational training needs, with an increased emphasis upon training in occupations that have been determined to be in critical shortage.

Department Administering: Elementary & Secondary Education – Division of Vocational & Adult Education

Source of Information: Missouri Workforce Development Program Inventory

	FY 96	FY 97	FY 98
State General Revenue	\$6,000,000	\$9,000,000	\$12,000,000

54. Program: Extended Employment Sheltered Workshops

Description: Provides employment opportunities for adults with disabilities. Funding provides per diem for workers.

Department Administering: Elementary & Secondary Education – Division of Special Education

Source of Information: Missouri Workforce Development Program Inventory

55. Program: Missouri Transition Alliance Partnership Project

Description: Enhances the transition of youth with disabilities from school to adult life by ensuring that comprehensive services (employment and independent living) are accessed.

Department Administering: Elementary & Secondary Education – Division of Special Education

Source of Information: Missouri Workforce Development Program Inventory

56. Program: Vocational Rehabilitation

Description: A program that helps people with physical or mental disabilities find suitable employment.

Department Administering: Elementary & Secondary Education – Division of Vocational Rehabilitation

Source of Information: Missouri Workforce Development Program Inventory

57. Program: Workforce Preparation Program

Description: Meets the needs for high quality vocational and technical education at community colleges in selected curriculum such as business, agriculture, child care, health, and other vocational occupations. Addresses the access and need of Temporary Assistance recipients.

Department Administering: Department of Higher Education

Source of Information: Missouri Workforce Development Program Inventory

58. Program: Alien Labor Certification

Description: Provides assistance to the U.S. Department of Labor to determine the availability of U.S. workers and the potential adverse effect and working conditions that the admission of alien workers might have on similarly employed U.S. workers.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Missouri Workforce Development Program Inventory; Division of Employment Security

Notes: *Reflects six months, program transferred to the Division of Labor Standards July 1, 1998.

	FY 96	FY 97	FY 98
Number of Individuals Served	604	703	319*
Federal Funding	\$348,114	\$91,783	\$94,854

59. Program: Migrant Seasonal Farm Worker Housing Inspection

Description: This program requires Employment Service staff to inspect and approve migrant seasonal farm worker housing provided by the employer. This has to do with Agricultural services placements.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Division of Employment Security

Notes: Funded by Wagner-Peyser allocation; no separate funding source. Number served equals number employers.

	PY 97
Number of Individuals Served	12

60. Program: Migrant Seasonal Farm Worker Program

Description: This program offers migrant and seasonal farm workers the full range of employment services, benefits and protections including the full range of counseling, testing and job and training referral services as are provided to non-migrant and seasonal farm workers. In providing such services, the state agency considers and is sensitive to the preferences, needs and skills of individual migrant and seasonal farm workers and the availability of job and training opportunities.

Department Administering: Labor and Industrial Relations — Division of Employment Security

Source of Information: Division of Employment Security

Notes: Funded by Wagner-Peyser allocation; no separate funding source. Number served equals number individual farm workers.

	PY 97
Number of Individuals Served	426

61. Program: School-to-Work Program

School-to-Work is a federally funded initiative designed to better prepare all youth to enter the workforce by linking students and the education process more closely with the world of work. Missouri was awarded a five-year federal grant in 1996 to provide seed funding at the regional and local level to implement specific activities, such as job shadowing, mentoring and apprenticeship, designed to assist in meeting the workforce needs of the local area. Employees the Department of Labor and Industrial Relations are on the inter-departmental management team responsible for managing this grant to implement School-to-Work activities statewide. Program emphasis involves education, parents, students, business, labor, state agencies and other interested parties. The system provides a statewide framework but depends on community based, grassroots efforts to increase students' awareness of workplace opportunities and training for the skills they will need to successfully pursue their career goals.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Division of Employment Security

Note: Number of individuals served is not tracked. The program serves local and regional School-to-work partnerships that serve other organizations, when then serve individuals.

	PY 97	PY 98
Federal Funding	\$84,950	\$94,246

62. Program: Area Vocational Technical School In-School Placement

Description: Provides a full range of placement services and job seeking skills for students enrolled in 26 vocational technical schools and colleges in Missouri. Employment Security placement staff members are stationed at the schools and link students with opportunities listed in the statewide computerized job bank. Additionally, students are provided pre-employment and work-maturity skills training in classroom groups and in one-on-one sessions.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Missouri Workforce Development Program Inventory; Division of Employment Security

Note: *Includes Wagner-Peyser 10% and local school district funds.

	PY 96	PY 97	PY 98
Number of Individuals Served	9,856	7,942	N/A
Federal Funding*	\$717,509	\$760,566	\$640,020

63. Program: Caring Communities

Description: Builds creative partnerships to strengthen families, schools and communities. Five state agencies joined this effort to keep parents working by cutting red tape to make services more convenient and less confusing.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Missouri Workforce Development Program Inventory; Division of Employment Security

Note: *Funds support statewide local community planning and coordination efforts.

	PY 96	PY 97	PY 98
State General Revenue*	\$333,333	\$333,333	\$333,333
Federal Funding*	\$166,667	\$166,667	\$166,667

64. Program: Jobs Corps

Description: Offers vocational, academic, and social skill training for disadvantaged youth between the ages of 16 and 25. Job Corps Centers also provide students with meals, a cash allowance, medical care, social and recreational programs and dormitories.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Contracts: U.S. Department of Labor, Job Training Partnership Act (JTPA) direct to Employment Security

Source of Information: Missouri Workforce Development Program Inventory; Division of Employment Security

	FY 96	FY 97	FY 98
Number of Individuals Served	2,755	1,889	2,303
Federal Funding	\$1,437,120	\$1,501,060	\$1,551,582

65. Program: Job Service

Description: Allows job seekers to register for employment services and provides employers with information about qualified applicants. Includes administration.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Missouri Workforce Development Program Inventory; Division of Employment Security

Note: *Number of individuals served includes all employment service programs. **Wagner-Peyser Funds.

	FY 96	PY 95	FY 97	PY 96	FY 98	PY 97
Number of Individuals Served*		609,955	-----	641,969	-----	613,440
Federal Funding**	\$12,419,334	-----	\$12,504,033	-----	\$12,458,070	-----

66. Program: Trade Adjustment Assistance and North American Free Trade Agreement

Description: Assists workers, who become unemployed as a result of increased imports, to return to suitable employment by providing re-employment services and weekly allowance for eligible individuals.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Missouri Workforce Development Program Inventory; Division of Employment Security

Note: *FY 98 figure represents three quarters. (October through June).

	FY 96	FY 97	FY 98
Number of Individuals Served	1,018	1,094	711*
Federal Funding	\$5,977,297	\$7,537,926	\$3,584,803

67. Program: North American Free Trade Agreement

Description: Assists workers, who become unemployed as a result of increased imports, to return to suitable employment by providing re-employment services and weekly allowance for eligible individuals.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Division of Employment Security

Note: See Trade Adjustment Assistance.

68. Program: Trade Adjustment Assistance / Title III, Job Training Partnership Act Dual Enrollment Program

Description: Assists unemployed workers eligible for both Trade Adjustment Assistance / North American Free Trade Agreement and Title III, Job Training Partnership Act programs. The Trade Adjustment Assistance and Title III Job Training Partnership Act training providers assist each other with minimizing service duplications and provide employment training assistance and other assistance related to training such as payment for fees, books, and miscellaneous tools, as appropriate for the benefit of the individual. There is much cooperation and exchange of information between the Worker Re-Entry Program, Trade Readjustment Act and North American Free Trade Agreement. Assessment information, tuition, transportation are evaluated by the agencies involved to determine that individuals are in the most appropriate program for their specific needs.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Division of Employment Security

Note: See Trade Adjustment Assistance / North American Free Trade Agreement

69. Program: Local Veterans Employment Representative (LVER)

Description: Provides personal services exclusively to veterans and assists their efforts to re-employment and employment training opportunities. The individual having this role in the local office has a functional supervisory responsibility to assure priority to veterans who use the Public Labor Exchange administered by the Employment Service.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Division of Employment Security

Note: See Disabled Veterans Outreach Program

70. Program: Disabled Veterans Outreach Program (DVOP)

Description: Provides personal outreach to veterans inside and outside the Employment Service office or other assigned office. This staff person works exclusively with veterans and assists their efforts to employment and training opportunities.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Division of Employment Security

Note: **Information not available until June 1999.*

	FY 96	PY 96	FY 97	PY 97	FY 98	PY 98
Number of Individuals Served	-----	56,111	-----	50,647	-----	*
Federal Funding	\$2,845,000	-----	\$3,188,000	-----	\$3,120,000	-----

71. Program: Wagner-Peyser 10% Discretionary Projects

Description: Support school-to-career placement at area vocational-technical schools and at apprenticeship information centers. Also support statewide planning at central office, statewide labor / management relations and the workforce linkage projects.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Missouri Workforce Development Program Inventory; Division of Employment Security

Note: **Refer to Area Vocational Technical School*

	PY 96	PY 97	PY 98
Number of Individuals Served*	-----	-----	-----
Federal Funding	\$1,379,926	\$1,389,337	\$1,384,230

72. Program: Work Opportunity Tax Credit Program (WOTC)

Description: Provides employers a tax credit for each employee hired through the Work Opportunity Tax Credit program, which is designed to help individuals from certain groups who have consistently had the most difficulty in securing employment.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Missouri Workforce Development Program Inventory; Division of Employment Security

	FY 97	FY 98
Number of Individuals Served	4,286	18,246
Federal Funding	\$556,000	\$566,895

73. Program: Work Opportunity and Welfare-to-Work Tax Credit Program

Description: The Welfare-to-Work tax credit allows an employer to claim a tax credit of up to \$8,500 for each long-term family assistance recipient target group member they hire.

Department Administering: Labor and Industrial Relations - Division of Employment Security
Contracts:

Source of Information: Division of Employment Security

74. Program: Federal Bonding Program

Description: Provides bonding insurance coverage, sometimes called dishonesty bonding to ex-offenders and other high risk job applicants who are qualified but fail to get jobs because regular commercial bonding is denied due to their backgrounds.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Missouri Workforce Development Program Inventory; Division of Employment Security

Note: This program will cease December 31, 1998.

	FY 96	FY 97
Number of Individuals Served	57	100

75. Program: Apprenticeship Information Center Program

Description: The Apprenticeship Information Centers in Kansas City and St. Louis provide increased awareness of apprenticeship opportunities, particularly for females and minorities. Through linkages with labor organizations, community based organizations, the Missouri Women's Council and the Bureau of Apprenticeship, the centers provide additional selection and referral services to all Missourians seeking training opportunities through established apprenticeship programs. The federal and state emphasis on School-to-Work transition has been an important factor in re-establishing the Apprenticeship Information Centers.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Division of Employment Security

Note: *Not available, currently operating in Program Year 1998.

	PY 96	PY 97	PY 98
Number of Individuals Served	7,868	8,012	*
Federal Funding	\$102,375	\$110,540	\$110,991

76. Program: Workforce Linkage Project

Description: This pilot project will provide job seeking and job retention skills training to any job seeker. Local offices participating, with review and comment by the State Steering Committee of the Job Service Employer Committee, will design and implement program components to meet needs of both job seekers and employers. The curriculum is to be designed modular in nature so as to be flexible to local needs. For instance, some job seekers may need assistance only in resume preparation or interviewing skills, while others may need a more comprehensive program focusing on job keeping and retention skills. This new program is an important link to the state's School-to-Work and Welfare-to-Work programs and has direct involvement and input from employers as to its design, development and implementation. Pilot locations are Camdenton, Cape Girardeau, Park Hills, Poplar Bluff, Sikeston, St. Louis South City, West Plains, and St. Joseph.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Division of Employment Security

Note: This program is new for Program Year 1998

	PY 98
Number of Individuals Served	637
Federal Funding	\$438,291

77. Program: Employment Service Worker Profiling Program

Description: The Missouri Worker Profiling and Re-Employment Services System is designed to identify and assist workers who have filed a claim for unemployment benefits and are most likely to exhaust their claim and remain unemployed. The employment counselors and other employment service providers make available their re-employment expertise to assist the selected individuals in returning to work more quickly than would be the case if unassisted.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Division of Employment Security

Note: Funded out of existing Employment Service and Unemployment Insurance resources; no separate funding.

	FY 96	FY 97	FY 98
Number of Individuals Served	4,913	3,783	3,802

78. Program: Unemployment Insurance Worker Profiling program

Description: The Unemployment Insurance program builds the model to select and make claimants across the state available for selection by Public Labor Exchange (Job Service) staff and Job Training Partnership Act contract operators. The Missouri Worker Profiling and Re-Employment Services System is designed to identify and assist workers who have filed a claim for unemployment benefits and are most likely to exhaust their claim and remain unemployed.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Division of Employment Security

Note: See ES Worker Profiling Program.

79. Program: Employment Counseling

Description: Counselors aid individuals in evaluation their interest, values and abilities as they relate to the world of work. Aptitude testing, labor market information and opportunities for training and education may be explored.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Missouri Workforce Development Program Inventory; Division of Employment Security

Note: *Funding is provided from federal Wagner Peyser allocation and is not tracked separately.

	PY 95	PY 96	PY 97
Number of Individuals Served	9,467	6,677	9,402

80. Program: PATH (Placement Assistance to the Handicapped) / DEAN (Disability Employment Awareness Network)

Description: Coordinate services of agencies and programs that provide training and employment opportunities to individuals with disabilities.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Missouri Workforce Development Program Inventory; Division of Employment Security

Note: *Represents total services provided to all disabled individuals, statewide by Employment Security. **These are advocacy groups and are not funded separately.

	PY 95	PY 96	PY 97
Number of Individuals Served*	14,614	13,380	12,045

81. Program: Probation and Parole Placement Program

Description: Provides intensive vocational counseling, job seeking / job keeping skills workshop training, placement and follow-up services for individuals currently on probation or parole.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Missouri Workforce Development Program Inventory; Division of Employment Security

	PY 95	PY 96	PY 97
Number of Individuals Served	702	869	760
Federal Funding	\$191,819	\$265,850	\$410,770

82. Program: Missouri **WORKS!**

Description: Offers services for job seekers, employers, and service providers through information technology and the Internet.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Missouri Workforce Development Program Inventory; Division of Employment Security

	PY 97	PY 98
State General Revenue	\$730,995	\$730,955

83. Program: Shared Work

Description: Allows employees of participating employers to receive a percentage of their weekly unemployment benefit in exchange for reducing their hours of work. The program allows the employer to divide the available hours of work among a specified group of employees in lieu of a lay-off.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Missouri Workforce Development Program Inventory; Division of Employment Security

	FY 96	FY 97	FY 98
Number of Individuals Served	450,751	422,975	404,204
Federal Funding	\$36,612,687	\$35,075,297	\$36,378,828

84. Program: Missouri Employment & Training Program

Description: Agreement with Division of Family Services to provide job search training services for food stamp work registrants participating in the Division of Family Services' employment and training program and who reside in selected counties in Missouri.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Source of Information: Missouri Workforce Development Program Inventory; Division of Employment Security

	FY 96	FY 97	FY 98
Number of Individuals Served	6,096	5,821	3,911
Federal Funding	\$1,375,805	\$1,283,553	\$813,700

85. Program: FUTURES

Description: Agreement between Division of Employment Security and Missouri Department of Social Services, Division of Family Services, to operate job preparation, job placement, and job development training activities for Temporary Assistance applicants / recipients and Parents Fair Share participants.

Department Administering: Labor and Industrial Relations, Division of Employment Security

Source of Information: Missouri Workforce Development Program Inventory; Division of Employment Security

	FY 96	FY 97	FY 98
Number of Individuals Served	7,658	2,143	1,725
Federal Funding	\$1,346,896	\$2,446,581	\$2,568,910

86. Program: Experienced Worker Program, Title II A, Job Training Partnership Act

Description: Provides the full range of employment services to customers 55 years of age or older who meet the economic criteria of Job Training Partnership Act Title II programs. This target group receives special services by requesting them, by referral from staff members and community service organizations and recruitment from television, newspaper ads and other kinds of advertising. The older worker's needs are assessed and an Individual Re-Employment Plan is developed. This employment plan includes options of training, retraining or education as needed to place the customer in employment and allow them to maintain their independence.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Contracts: Various Service Delivery Areas Administrative Entities

Source of Information: Division of Employment Security

	PY 97	PY 98
Federal Funding	\$414,264	\$261,080

87. Program: Job Training Partnership Act Title III Worker Re-Entry and Employment Service Technician Outreach Program

Description: Offers assistance in evaluating the skills of workers who have lost their jobs because a company has closed, moved out of the area or made major cutbacks. The program explores training in new vocational fields where the worker's abilities can be utilized, improves job seeking skills and prepares an individual assessment plan setting down the steps for assisting the individuals in obtaining their goals.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Contracts: Various Service Delivery Areas Administrative Entities

Source of Information: Division of Employment Security

	PY 97	PY 98
Federal Funding	\$1,183,360	\$521,833

88. Program: Rapid Response Program, Title III, Job Training Partnership Act

Description: The Rapid Response Program offers immediate assistance to those persons associated with plant closing or mass layoffs. The Division of Employment Security is responsible for providing information regarding unemployment insurance, labor exchange and job search assistance to those affected by the work force reduction. As dictated by the reasons for the closings or mass layoffs, representatives from the Division of Employment Security may also provide information regarding Trade Readjustment Act or North American Free Trade Agreement.

Department Administering: Labor and Industrial Relations - Division of Employment Security

Contracts: Various Service Delivery Areas Administrative Entities

Source of Information: Division of Employment Security

	PY 97	PY 98
Federal Funding	\$100,000	\$75,000

89. Program: Communities Service Block Grant

Description: Assists poverty stricken people, removes barriers that prevent independence and helps them become self-sufficient by securing and keeping meaningful jobs.

Department Administering: Social Services - Division of Family Services

Source of Information: Missouri Workforce Development Program Inventory; Department of Social Services

	FY 96	FY 97	FY 98
Federal Funding	\$10,149,344	\$12,126,805	\$11,809,770

90. Program: FUTURES Program

Description: Helps welfare recipients obtain education, training or job search assistance to get a job and become self-supporting.

Department Administering: Social Services - Division of Family Services

Source of Information: Missouri Workforce Development Program Inventory; Department of Social Services

	FY 96	FY 97	FY 98
Number of Individuals Served	21,673	28,540	29,996
State General Revenue	\$3,709,598	\$3,749,226	\$2,780,244
Federal Funding	\$6,603,417	\$6,056,764	\$6,354,573

91. Program: Missouri Employment and Training Program

Description: Helps food stamp work registrants get jobs by offering training and job referrals.

Department Administering: Social Services - Division of Family Services

Contracts: Division of Employment Security

Source of Information: Missouri Workforce Development Program Inventory; Department of Social Services

	FY 96	FY 97	FY 98
Number of Individuals Served	13,060	11,333	12,036
State General Revenue	\$58,528	\$53,886	\$50,408
Federal Funding	\$1,785,205	\$1,959,165	\$2,056,458

92. Program: Rehabilitation Services for the Blind

Description: Creates opportunities for personal and vocational success of blind and visually impaired people.

Department Administering: Social Services - Division of Family Services

Source of Information: Missouri Workforce Development Program Inventory; Department of Social Services

	FY 96	FY 97	FY 98
Number of Individuals Served	5,159	5,140	5,801
State General Revenue	\$263,117	\$1,085,495	\$1,129,999
Federal Funding	\$4,131,921	\$3,334,682	\$3,339,998
Other	\$304,860	\$709,893	\$309,956

93. Program: Missouri Teen Pregnancy Initiative

Description: Requires any teen parent on welfare, who is between the ages of 16 and 19 and who lacks a high school diploma or General Equivalency Diploma, to attend school.

Department Administering: Social Services - Division of Family Services

Source of Information: Missouri Workforce Development Program Inventory; Department of Social Services

Note: A Taskforce was established to explore teen pregnancies as an issue, and to report findings and make recommendations. The results of that project were concluded with the publication of "Together for Change" in February of this year. No programs, as of yet, been implemented.

94. Program: Non-Traditional Occupations Project

Description: Provides young females with the information and self-confidence to become marketable job seekers in chosen, nontraditional careers, thereby reducing the chance of early pregnancy and high school dropout.

Department Administering: Social Services - Division of Family Services

Source of Information: Missouri Workforce Development Program Inventory; Department of Social Services

Note: *There was such a project implemented in the southern part of the state sometime ago, on a rather limited scale. It was discontinued sometime in 1996. Funding for that was not specific; there was no cost center associated to it. Project costs were paid out of FUTURES appropriations.*

95. Program: QUEST

Description: Promotes educational success for Aid to Families with Dependent Children children and teen parents to ensure the graduate from high school or obtain a General Equivalency Diploma.

Department Administering: Social Services - Division of Family Services

Source of Information: Missouri Workforce Development Program Inventory; Department of Social Services

Note: *QUEST is a FUTURES initiative that is in place at four site statewide. This is an initiative related to helping ensure education achievement (i.e. high school graduation, a General Equivalency Diploma) by teens / teen parents. The approximate annual maintenance costs are \$32,000 each. Funding by cost center is unavailable, initiative is paid out General Revenue.*

	FY 96	FY 97	FY 98
Number of Individuals Served	233	202	264

96. Program: Direct Jobs Placement Programs

Description: Helps meet workforce needs due to labor market shortages. Employers experiencing labor market shortages fill vacancies with welfare recipients. Through direct job placement, recipients with work history and applicable occupation skills will be referred directly to the employer for potential employment.

Department Administering: Social Services - Division of Family Services

Source of Information: Missouri Workforce Development Program Inventory; Department of Social Services

Note: *Direct Job Placement is a FUTURES related activity. Costs are paid out FUTURES appropriations. These costs are in the form of supportive services (transportation-related expenses) to program participants. Because this pool is a very generalized one, containing many cost centers that the payments are attributed to Division of Family Services staff did not think they could identify specific amounts. *Duplicate likely prior to computer files. **No duplicates, now automated.*

	FY 96	FY 97	FY 98
Number of Individuals Served	12,354*	20,406*	9,341**

97. Program: Caring Communities

Description: Builds creative partnerships to strengthen families, schools and communities. Five state agencies joined this effort to keep parents working by cutting red tape to make services more convenient and less confusing.

Department Administering: Social Services - Division of Family Services

Source of Information: Missouri Workforce Development Program Inventory; Department of Social Services

	FY 96	FY 97	FY 98
State General Revenue	\$1,251,907 Prototypes	\$1,959,304	\$597,671 (PS) \$1,718,453 (PSD)
Federal Funding	\$1,753,895 Caring Communities	\$3,075,917	\$3,603,296

98. Program: Parents Fair Share Program

Description: Helps non-custodial parents obtain education, training or job search assistance to get a job and pay child support obligations.

Department Administering: Social Services - Division of Family Services

Source of Information: Missouri Workforce Development Program Inventory; Department of Social Services

	FY 96	FY 97	FY 98
Number of Individuals Served	813	807	781
State General Revenue		\$184,664	\$239,529
Other		\$249,826	\$346,966

99. Program: Self-Sufficiency Staff Pool

Description: Staff pool of caseworkers, child support enforcement technicians and FUTURES case managers to assist people with case management.

Department Administering: Social Services - Division of Family Services

Source of Information: Missouri Workforce Development Program Inventory; Department of Social Services

	FY 98	PY 98
State General Revenue	\$3,908,446 (PS) \$94,651 (E&E)	0
Federal Funding	\$10,550,258 (PS) \$257,106 (E&E)	\$3,140,784 (PS) \$691,882 (E&E)
Other	\$78,328 (PS) \$2,827 (E&E)	\$1,048,653 (PS) \$346,330 (E&E)

100. Program: Case Management

Description: Contracted case management services.

Department Administering: Social Services - Division of Family Services

Source of Information: Missouri Workforce Development Program Inventory; Department of Social Services

	FY 98
State General Revenue	\$178,218

101. Program: Job Diversion

Description: Up-front services provided to recipients to divert them from needing cash assistance.

Department Administering: Social Services - Division of Family Services

Source of Information: Missouri Workforce Development Program Inventory; Department of Social Services

Note: *Job Diversion is currently known as Work First. This, too, is an activity that funding is from the Work First pool.*

102. Program: Apprenticeship and Training Programs

Description: To provide increased awareness of apprenticeship opportunities, particularly for females and minorities, as well as providing additional selection and referral services to all Missourians seeking training opportunities through established apprenticeship programs.

Department Administering: Social Services - Division of Family Services

Source of Information: Missouri Workforce Development Program Inventory; Department of Social Services

Note: *Division of Family Services employees are not aware of a related activity in effect anywhere in the state under the auspices of Division of Family services. It has been ventured that something may have been passed during the most recent legislative session incorporating this as a theme. But it is not an initiative of the Division of Family Services at this time.*

103. Program: JOBS Program

Description: Helps youth develop the essential job readiness and employment skills to find and maintain employment and become self-supporting young adults.

Department Administering: Social Services - Division of Youth Services

Source of Information: Missouri Workforce Development Program Inventory; Department of Social Services

	FY 96	FY 97	FY 98
Number of Individuals Served	351	458	614
State General Revenue	\$97,000		

104. Program: Senior Community Service Employment Program:

Description: Provides older Americans with jobs, income, support services, and training through community service.

Department Administering: Social Services - Division of Aging

Source of Information: Missouri Workforce Development Program Inventory; Department of Social Services

	FY 96	FY 97	FY 98
Number of Individuals Served	486	406	433
Federal Funding	\$1,948,322	\$1,959,151	\$2,133,066

105. **Program:** WORK FIRST

Description: Pool of resources for Department of Social Services to use for assisting clients with obtaining education, training or job search to get a job and become self-supporting.

Department Administering: Social Services - Division of Aging

Source of Information: Missouri Workforce Development Program Inventory; Department of Social Services

Note: *Number represents December 1997 to June 1998.

	FY 98
<i>Number of Individuals Served</i>	2,522*
<i>State General Revenue</i>	\$16,217,830
<i>Federal Funding</i>	\$2,465,544

106. **Program:** Agriculture Development Program

Description: Offers agriculture students career development opportunities in agriculture through loans, scholarships, and grants.

Department Administering: Agriculture

Source of Information: Missouri Workforce Development Program Inventory

107. **Program:** JOBS

Description: Provides academic and vocational training and substance abuse rehabilitation for prison inmates.

Department Administering: Corrections - Division of Offender Rehabilitation Services

Source of Information: Missouri Workforce Development Program Inventory

108. **Program:** Vocational Education

Description: Provides entry-level trade and technology skills to all eligible prison inmates.

Department Administering: Corrections

Source of Information: Missouri Workforce Development Program Inventory

109. **Program:** Vocational Enterprises

Description: Provides job training for prison inmates.

Department Administering: Corrections

Source of Information: Missouri Workforce Development Program Inventory

110. **Program:** Employability Skills and Life Skills

Description: Prepares inmate students to re-enter the business world and society, prepared for work and family living.

Department Administering: Corrections – Division of Probation and Parole

Source of Information: Missouri Workforce Development Program Inventory

111. **Program:** Employment Counselor Contract with the Division of Employment Security

Description: Supports employment search activities of parolees through the placement of employment security counselors in day reporting centers.

Department Administering: Corrections – Division of Probation and Parole

Source of Information: Missouri Workforce Development Program Inventory

DIVISION OF WORKFORCE DEVELOPMENT EMPLOYMENT AND TRAINING PROGRAMS

*This portion of the Appendix was provided by the
Divisions of Employment Security and
Job Development and Training and should be
viewed as reference material only.*

DIVISION OF WORKFORCE DEVELOPMENT EMPLOYMENT AND TRAINING PROGRAMS

The following is a list of employment and employment training programs administered by the Departments of Economic Development and Labor and Industrial Relations that are proposed to be consolidated into the new Division of Workforce Development and provided locally through the One-Stop Career Centers.

The following employment and training programs are currently administered by the Department of Labor and Industrial Relations' Division of Employment Security. The bolded programs are services that the Divisions of Employment Security and Job Development and Training provide to customers with differing responsibilities.

1. ALIEN LABOR CERTIFICATION

Provides assistance to the U.S. Department of Labor to determine the availability of U.S. workers and the potential adverse effect and working conditions that the admission of alien workers might have on similarly employed U.S. workers.

2. APPRENTICESHIP INFORMATION CENTER (AIC) PROGRAM

The Apprenticeship Information Centers in Kansas City and St. Louis provide increased awareness of apprenticeship opportunities, particularly for females and minorities. Through linkages with labor organizations, community based organizations, the Missouri Women's Council and the Bureau of Apprenticeship, the Centers provide additional selection and referral services to all Missourians seeking training opportunities through established apprenticeship programs. The federal and state emphasis on school-to-work transition has been an important factor in re-establishing the Apprenticeship Information Centers.

3. AREA VOCATIONAL TECHNICAL SCHOOL IN-SCHOOL PLACEMENT

Provides a full range of placement services and job seeking skills for students enrolled in 26 vocational technical schools and colleges in Missouri. Employment Service placement employees are stationed at the schools, and link students with opportunities listed in the statewide computerized job bank. Additionally, students are provided pre-employment and work-maturity skills training in classroom groups and one-on-one sessions.

4. CARING COMMUNITIES

Builds creative partnerships to strengthen families, schools, and communities. Five state agencies joined this effort to keep parents working by cutting red tape to make services more convenient and less confusing.

5. DISABLED VETERANS OUTREACH PROGRAM (DVOP)

Provides personal outreach to veterans inside and outside the Employment Service office.

6. EMPLOYMENT COUNSELING

Counselors aid individuals in evaluating their interest, values, and abilities as they relate to the workforce. Aptitude testing, labor market information, and opportunities for training and education may be explored. When the individual's job barrier(s) are sufficiently reduced, referral to employment opportunities made both by advocacy and job development or assisted self referral.

7. ES WORKER PROFILING PROGRAM

The Missouri Worker Profiling and Re-Employment Services System is designed to identify and assist workers who have filed a claim for unemployment benefits and are most likely to exhaust their claim and remain unemployed. The employment counselors and other employment service providers make available their re-employment expertise to assist the selected individuals in returning to work more quickly.

8. EXPERIENCED WORKER PROGRAM, TITLE IIA, JOB TRAINING PARTNERSHIP ACT

Provides the full range of employment services to customers 55 years of age or older who meet the economic criteria of Job Training Partnership Act Title II programs. This target group receives special services by request, referral from employees and community service organizations, and recruitment from television, newspaper and other advertising. The older workers needs are assessed and an Individual Re-Employment Plan is developed. This employment plan includes options of training, retraining, or education as needed to place the customer in employment and allow them to maintain their independence.

9. FEDERAL BONDING PROGRAM

Provides bonding insurance coverage, sometimes called dishonesty bonding to ex-offenders and other high risk job applicants who are qualified but fail to get jobs because regular commercial bonding is denied due to their backgrounds. This program will cease to exist on December 31, 1998, and will not be considered as part of the consolidation.

10. FUTURES AND TEMPORARY ASSISTANCE PROGRAM

This service is an agreement between the Divisions of Employment Security and Family Services to operate job preparation, job placement, and job development training activities for Temporary Assistance applicants / recipients and Parents Fair Share participants.

11. JOBS CORPS

Offers vocational, academic, and social skill training for disadvantaged youth between the ages of 16 and 25. Job Corps Centers also provide students with meals, cash allowances, medical care, social and recreational programs, and dormitories.

12. JOB SERVICE (WAGNER-PEYSER) PLACEMENT PROGRAM (PUBLIC LABOR EXCHANGE)

Job seekers register for employment services and employers are provided with information about qualified applicants. Four regional job banks make job orders available to employees of any local office who has authorized access.

13. JOB TRAINING PARTNERSHIP ACT TITLE III WORKER RE-ENTRY AND EMPLOYMENT SERVICE TECHNICIAN OUTREACH PROGRAM

Offers assistance in evaluating the skills of workers who have lost their jobs because a company has closed, moved out of the area, or made major cutbacks. The Program explores training in new vocational fields where the workers abilities can be utilized, improves job seeking skills, and prepares an individual assessment plan setting down the steps for assisting the individuals in obtaining their goals.

14. LOCAL VETERANS EMPLOYMENT PROGRAM (LVER)

Provides personal services exclusively to veterans for assistance with re-employment and employment training opportunities.

15. MIGRANT SEASONAL FARM WORKER HOUSING INSPECTION

This program requires employment service staff to inspect and approve migrant seasonal farm worker housing provided by the employer. This has to do with agricultural service placements.

16. MIGRANT SEASONAL FARM WORKER PROGRAM

This program offers migrant and seasonal farm workers the full range of employment services, benefits, and protections including the full range of counseling, testing, and job and training referral services as are provided to non-migrant and seasonal farm workers. In providing such services, the state agency considers and is sensitive to the preferences, needs, and skills of individual migrant and seasonal farm workers and the availability of job and training opportunities.

17. MISSOURI EMPLOYMENT TRAINING PROGRAM

This service is an agreement with Division Family Services to provide job search training services for food stamp work registrants participating in the Division of Family Services' Missouri Employment and Training Program, and who reside in selected counties in Missouri.

18. NORTH AMERICAN FREE TRADE AGREEMENT (NAFTA)

Assists workers, who become unemployed as a result of increased imports, to return to suitable employment by providing re-employment services and weekly allowance for eligible individuals.

19. PATH (PLACEMENT ASSISTANCE TO THE HANDICAPPED) / DEAN (DISABILITY EMPLOYMENT AWARENESS NETWORK)

Coordinated services of agencies and programs, which provide training and employment opportunities to individuals with disabilities.

20. PROBATION AND PAROLE PLACEMENT PROGRAM

Provides intensive vocational counseling, job-seeking/job-keeping skills workshop training, placement, and follow-up services for individual ex-offenders currently on probation or parole.

21. PUBLIC LABOR EXCHANGE - INTERNET VERSION - MISSOURI WORKS!

Offers labor market information, employment and training services for job seekers, employers, and service providers through the Internet.

22. RAPID RESPONSE PROGRAM, TITLE III, JOB TRAINING PARTNERSHIP ACT

The Rapid Response Program offers immediate assistance to those persons associated with plant closings or mass layoffs. The Division of Employment Security is responsible for providing information regarding unemployment insurance labor exchange and job search assistance to those affected by the workforce reduction. As dictated by the reasons for the closings or mass layoffs, representatives from the Division of Employment Security may also provide information regarding Trade Readjustment Act or North American Free Trade Agreement.

23. SCHOOL-TO-WORK PROGRAM

School-to-work is a federally funded initiative designed to better prepare all youth to enter the workforce by linking students and the education process more closely. Missouri was awarded a five-year federal grant in 1996, to provide seed funding at the regional and local level to implement specific activities, such as job shadowing, mentoring, and apprenticeships, designed to assist in meeting the workforce needs of the local area. Program emphasis involves education, parents, students, business, labor, state agencies, and other interested parties. The System provides statewide framework but depends on community based grassroots efforts to increase students' awareness of workplace opportunities and training for the skills they need to successfully pursue their career goals.

24. TRADE ADJUSTMENT ASSISTANCE / TITLE III JOB TRAINING PARTNERSHIP ACT DUAL ENROLLMENT PROGRAM

Assists unemployed workers eligible for Trade Adjustment Assistance or North American Free Trade Agreement and Title III programs. The Trade Adjustment Assistance and Title III training providers assist each other with minimizing service duplications and provide employment training assistance and other assistance related to training such as payment for fees, books, and miscellaneous tools, as appropriate for the benefit of the individual. There is much cooperation and exchange of information between the Worker Re-Entry Program, Trade Readjustment Act, and North American Free Trade Agreement. Assessment information, tuition, transportation are evaluated by the agencies involved to determine that individuals are in the most appropriate program for their specific needs.

25. TRADE ADJUSTMENT ASSISTANCE

Through provisions of the North American Free Trade Act of 1974, a variety of re-employment services are available to trade affected workers who have lost their jobs due to imports or a shift in production to Canada or Mexico. The workers may receive vocational counseling, assessment, job placement assistance, classroom skill training, remedial education, on-the-job training, and relocation assistance. The affected workers may also get Trade Readjustment Allowances after exhausting their unemployment insurance benefits.

After assessment, workers needing retraining have tuition, books, and supplies paid with Trade Adjustment Assistance or North American Free Trade Agreement-Transitional Adjustment Assistance funds. Other workers may participate in on-the-job training. In this case, the employer is reimbursed a portion of the workers' wages to compensate for training expenses incurred by hiring the trade affected worker.

The foreign trade related programs further assist workers by helping defray costs necessary to interview for suitable work outside the normal commuting area. Workers may be reimbursed for some moving expenses when relocation is necessary to accept suitable employment.

26. UNEMPLOYMENT INSURANCE SHARED WORK PROGRAM

This is an unemployment insurance program that provides employers an alternative to laying off employees. Employees who share the work under an approved Shared Work Plan may collect a percentage of regular unemployment insurance benefits to compensate for reduced wages. Benefits paid under this program are charged to the participating employer's unemployment insurance account.

27. UNEMPLOYMENT INSURANCE WORKER PROFILING PROGRAM

The Unemployment Insurance Program builds the model to select and make Missouri claimants available for selection by Public Labor Exchange (Job Service) staff and Job Training Partnership Act contract operators. The Missouri Worker Profiling and Re-employment Services System is designed to identify and assist workers who have filed a claim for unemployment benefits and are most likely to exhaust their claim and remain unemployed.

28. WAGNER-PEYSER 10% DISCRETIONARY PROJECTS

AREA VOCATIONAL-TECHNICAL SCHOOL-TO-CAREER PLACEMENT PROGRAM

This funding supports school-to-career placement at area vocation-technical schools (AVTS) and Apprenticeship Information Centers (AIC) also supports statewide planning, statewide labor / management relations, and the workforce linkage project.

29. WORKFORCE LINKAGE PROJECT

This pilot project will provide job seeking and job retention skills training to any job seeker. The curriculum is designed modular in nature so as to be flexible to local needs. For instance, some job seekers may need assistance only in resume preparation or interviewing skills, while others may need a more comprehensive program focusing on job keeping and retention skills. This new program is an important link to the State's school-to-work and welfare-to-work programs and has direct involvement and input from employers as to its design, development and implementation. Pilot locations are Camdenton, Cape Girardeau, Park Hills, Poplar Bluff, Sikeston, St. Louis South City, West Plains, and St. Joseph. This program is new for Program Year 1998.

30. WORK OPPORTUNITY TAX CREDIT PROGRAM

Provides employers a maximum tax credit of \$2,400 for each employee hired through the Work Opportunity Tax Credit program. It is designed to help individuals from certain groups who have consistently had the most difficulty in securing employment. A qualified summer youth may yield an employer up to \$1,200 in tax credits.

31. WORK OPPORTUNITY AND WELFARE-TO-WORK TAX CREDIT PROGRAM

The welfare-to-work tax credit allows an employer to claim a tax credit of up to \$8,500 for each long-term family assistance recipient target group member they hire.

The following employment and training programs are currently being administered by the Department of Economic Development's Division of Job Development and Training. The bolded programs are services that the Divisions of Employment Security and Job Development and Training provide to customers with differing responsibilities.

32. 40% CAREER CENTER GRANTS

Additional funding provided to the Service Delivery Areas to encourage the integration of services in career centers and move service delivery toward a One-Stop Career Center System.

33. 40% DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION TRAINING FUND

Additional training funds administered by Department of Elementary and Secondary Education, available statewide to service delivery areas to provide skill training to dislocated workers.

34. AFL/CIO WORKER TRANSITION TEAM PROGRAM

AFL/CIO contracted services to provide information and coordination of services to dislocated workers. This program allows for the establishment of transition teams, which are trained groups of workers that can assist co-workers in the access to workforce development and other community services.

35. CARING COMMUNITIES

Builds creative partnerships to strengthen families, schools, and communities. Five state agencies joined this effort to keep parents working by cutting red tape to make services more convenient and less confusing.

36. CONTRACT JOB READINESS TRAINING

Provides General Equivalency Diploma (GED), job-specific training, and personal development through training contracts.

37. CUSTOMIZED TRAINING PROGRAM

Assists new and expanding employers to recruit and train employees in newly created jobs and helps reduce costs of retraining existing workers as a result of new capital. This service is administered jointly with the Department of Elementary and Secondary Education Vocational Education and Adult Basic Education.

38. DISCRETIONARY GRANT ADMINISTRATION

Allows the drafting, implementation, and administration of grants requested from the U.S. Department of Labor to assist dislocated workers involved in large layoff events. These grants are requested when normal Job Training Partnership Act Title III funds are not adequate to provide necessary services.

39. DIVISION OF FAMILY SERVICES / SERVICE DELIVERY AREA 2 MOBILE LEARNING LAB

Pilot project for rural mobile learning lab.

40. DIVISION OF FAMILY SERVICES JOBS / FUTURES

This service is a referral to classroom occupational training. Assessment and referral by Service Delivery Area's through funding by Division of Family Services available at the Department of Elementary and Secondary Education.

41. DIVISION OF YOUTH SERVICES JOB READINESS / WORK EXPERIENCE PROGRAM

Provides Division of Youth Services students in residential care, community care, or after care with job readiness, work experience, and General Equivalency Diploma (GED) services.

42. ECONOMIC DISLOCATION AND WORKER ADJUSTMENT ASSISTANCE ACT (EDWAA) FORMULA PROGRAMS (WORKER REENTRY PROGRAMS)

This service helps permanently laid-off Missouri workers to reenter the workforce.

43. EXPERIENCED WORKER PROGRAMS TITLE IIA 5% OLDER WORKERS JOB TRAINING PARTNERSHIP ACT

Helps persons 55 and over with limited income, get prepared for and placed in full-time or part-time jobs and to help businesses locate and hire these older, qualified workers.

44. FEDERAL WELFARE-TO-WORK GRANTS

Aids Private Industry Councils in transitional employment assistance to move hard-to-employ Temporary Assistance recipients into jobs offering long-term employment.

45. LITERACY AND LIFELONG LEARNING JOB TRAINING PARTNERSHIP ACT TITLE II-A/C 8%

Assists individuals in enhancing their academic knowledge, work related skills, and increasing their earnings.

46. MISSOURI EMPLOYMENT AND TRAINING PROGRAM (METP)

Provides employment and training services for targeted food stamps recipients who are identified each month by the Division of Family Services. Through an assessment of each participant needs, a determination is made of the most appropriate employment and training activity for enrollment. These services include on-the-job training, classroom vocational training, and basic educational training.

**47. MISSOURI ADULT TRAINING PROGRAMS JOB TRAINING PARTNERSHIP ACT TITLE II-A
(FORMULA ALLOCATION ONLY)**

To provide at a local level a wide range of training activities to improve the long-term employability and earnings of adults.

48. MISSOURI COMMUNITY CAREERS SYSTEM

Assists in the management, implementation, and monitoring of the school-to-work grant with Department of Elementary and Secondary Education.

49. MISSOURI COMMUNITY COLLEGE NEW JOBS TRAINING PROGRAM

Provides education and training at a reduced cost to new or expanding industries for workers employed in newly created jobs in Missouri. Whether the new industries locating in Missouri or an existing industry expanding its workforce the Program can offer the resources necessary to train workers in new jobs – and at a reduced cost to the new or expanding industry. Missouri is one of the few states providing this program to companies.

50. MISSOURI RAPID RESPONSE PROGRAM AND DISLOCATED WORKER UNIT

To help alleviate unemployment and economic distress resulting from business closings or cutbacks, and to facilitate creation of new jobs to replace those lost. The Rapid Response Program offers immediate assistance to those persons associated with plant closings or mass layoffs. As dictated by the reasons for the closings or mass layoffs, various local human services representatives provide information regarding employment training, re-employment information, financial counseling, family counseling, and unemployment benefits.

51. MISSOURI SUMMER YOUTH EMPLOYMENT AND TRAINING PROGRAM

To provide services that enhance the employability of economically disadvantaged youth, ages 14-21, through meaningful work experience, improving their academic skills, learning more about the workforce, gaining work maturity skills, and earning income. This program also encourages school completion and enhances the citizenship skills of youths.

52. MISSOURI WOMEN'S COUNCIL

Contracts for women's training programs that provide General Equivalency Diploma (GED), job specific training, and personal development.

53. MISSOURI WORKFORCE INITIATIVE NETWORKING SYSTEM (WINS) - ONE-STOP CAREER CENTER SYSTEM

Provides resources to link services and education to successful employment and creates linkages of information and services to qualified employees.

54. MISSOURI YOUTH SERVICE AND CONSERVATION CORP

To help Missouri youth gain valuable training, experience, and when needed, remedial education or General Equivalency Diploma (GED) study; and to promote service and conservation benefits to the State and the communities within Missouri.

**55. MISSOURI YOUTH TRAINING PROGRAMS JOB TRAINING PARTNERSHIP ACT TITLE II-C
(FORMULA ALLOCATION ONLY)**

To provide at a local level a wide range of services to improve the long-term employability of youth, encourage school completion or enrollment in alternative educational programs, and assist youth to successfully move from school-to-work.

56. NONTRADITIONAL TRAINING AND EMPLOYMENT FOR WOMEN — JOB TRAINING PARTNERSHIP ACT TITLE II A/C 8%

Promotes, develops, and strengthens local and state programs to serve the employment and training needs of women in nontraditional employment and apprenticeships.

57. SCHOOL-TO-WORK

School-to-work is a federally funded initiative designed to better prepare all youth to enter the workforce by linking students and the education process more closely. Program emphasis involves education, parents, students, business, labor, state agencies, and other interested parties. The System provides statewide framework but depends on community based grassroots efforts to increase students' awareness of workplace opportunities and training for the skills they need to successfully pursue their career goals.

58. SCHOOL-TO-WORK JOB TRAINING PARTNERSHIP ACT (JTPA) TITLE II-A/C 8% STATE EDUCATION COORDINATION AND PROJECTS

Includes sec. 123 activities such as school-to-work, literacy and lifelong learning, nontraditional training, and employment for women, and funding of Missouri youth

59. TASK ORIENTED PROFILING

Provides companies / employers with comprehensive on-site job analyses. By using customized job profiles, companies are able to develop on-the-job training programs that are structured and manageable.

60. TRADE ADJUSTMENT ASSISTANCE (TAA/TIII) DUAL ENROLLMENT GRANT

Assists unemployed workers eligible for both Trade Adjustment Assistance / North American Free Trade Act and Title III Job Training Partnership Act programs. The Trade Adjustment Assistance and Title III Job Training Partnership Act training providers assist each other with minimizing service duplications, provide employment training assistance, and other assistance related to training such as payment for fees, books, and miscellaneous tools, as appropriate for the benefit of the individual. There is much cooperation and exchange of information between the Worker Re-Entry Program, Trade Readjustment Act, and North American Free Trade Agreement. Assessment information, tuition, transportation are evaluated by the agencies involved to determine that individuals are in the most appropriate program for their specific needs.

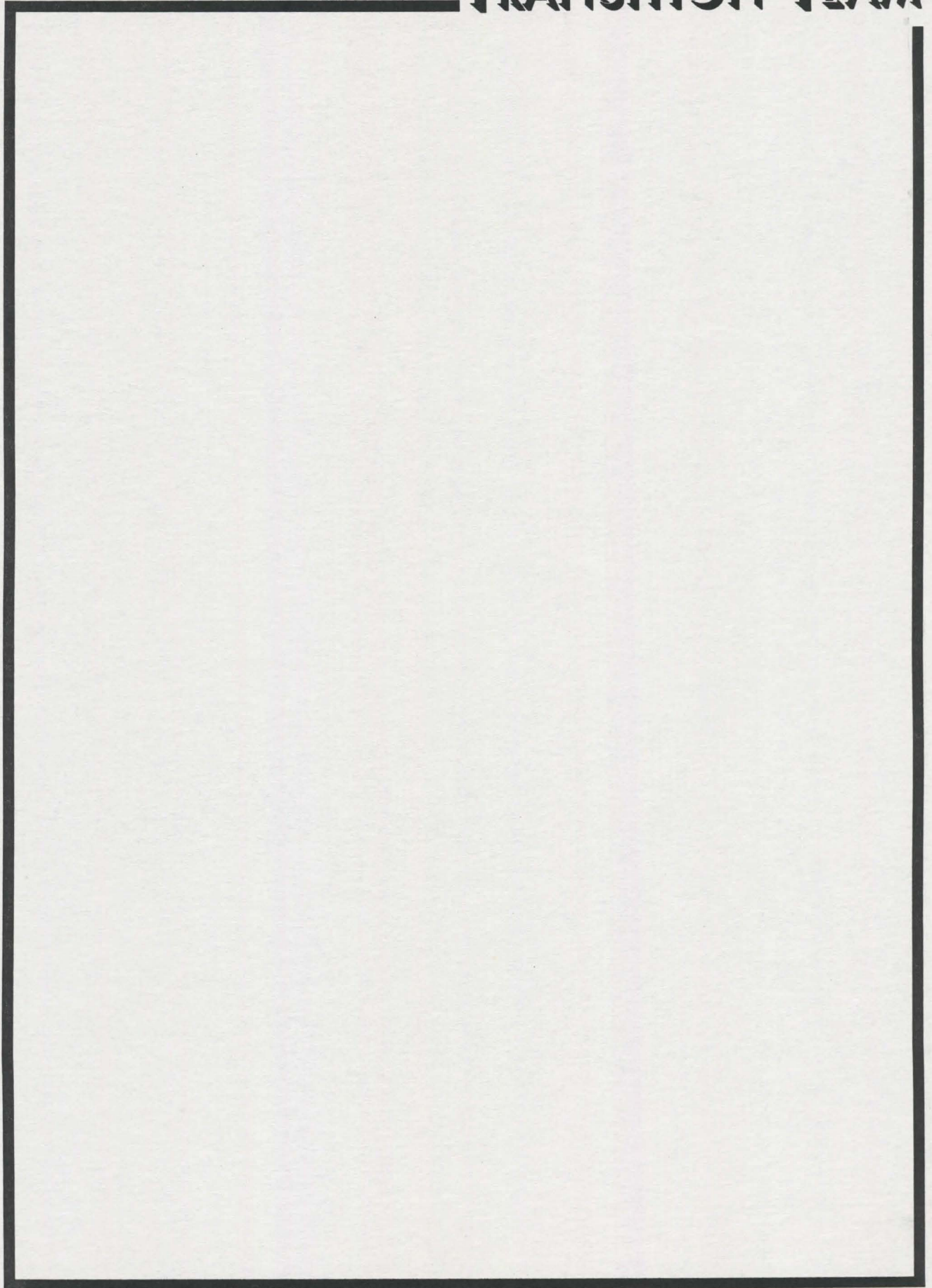
61. UNIVERSITY OF MISSOURI EXTENSION HOTLINE

This hotline network offers a single point of contact to assist dislocated workers with information, job search assistance, and referral to appropriate agency offering the services desired.

62. WORKER PROFILING

The Missouri Worker Profiling and Re-Employment Services System is designed to identify and assist workers who have filed a claim for unemployment benefits and are most likely to exhaust their claim and remain unemployed. The employment counselors and other employment service providers make available their re-employment expertise to assist the selected individuals in returning to work more quickly than would be the case if unassisted.

TRANSITION TEAM



WORKFORCE DEVELOPMENT TRANSITION TEAM

Guiding the development of the new Workforce Development System is a team comprised of three departments: Economic Development; Labor and Industrial Relations; and Social Services. Each department has a full time representative on the Transition Team.

- David Mitchem, *Transition Team Leader*, (573) 526-3880;
- Laura Kliethermes, *Project Coordinator*, (573) 751-7039;
- Amy McDonald, *Communications Coordinator*, (573) 751-3193;
- John Burnett, *Labor and Industrial Representative*, (573) 751-5628;
- Lee Stanley, *Economic Development Representative*, (573) 751-6537; and
- Judith Widdicombe, *Social Services Representative*, (573) 751-6513.

The Workforce Development Transition Team's mailing address is P.O. Box 1928, Jefferson City, Missouri, 65102-1928.

STATUTES AND LEGAL TASKFORCE

*This portion of the Appendix reflects the work of the
Statutes and Legal Taskforce and should be viewed as
reference material for this document only.
Some of the recommendations have been incorporated
into New Directions in Workforce Development.*

STATUTES AND LEGAL TASKFORCE WORK PLAN

STRATEGIC ISSUES

Currently, Missouri law reflects the many agencies that provide employment and training programs. In order to unify these fragmented programs into the new Workforce Development System, Missouri statutes and regulations must be reviewed so that recommendations can be made to the Missouri General Assembly.

DESIRED OUTCOMES

A successful Statutes and Legal Plan will result in:

- Approval by the Missouri General Assembly; and
- Appropriate statute references to the new Workforce Development System providing employment and training services.

QUESTIONS AND ANSWERS

1. **Statute evaluation - review all chapters relating to the various state agencies providing employment and training programs that will be consolidated into the new Workforce Development System.**

The Statutes and Legal Taskforce has identified Missouri statutes referencing employment and training programs relating to the new Workforce Development System.

2. **Review contracts currently in place between state agencies and between state agencies and private sector to determine necessary modifications.**

The Statutes and Legal Taskforce has recommended that all contracts currently in place / continue with successor clauses.

3. **Review the Missouri Register for all areas relating to the various state agencies providing employment and training programs that will be consolidated into the new Workforce Development System.**

The Statutes and Legal Taskforce researched the Missouri regulations that will be affected by this transition and has concluded that no substantive changes will be necessary but that some clean up work may need to be done to reflect the transferst.

4. **Identify all current waivers within the various state agencies providing employment and training services.**

The Statutes and Legal Taskforce referred this issue to the One-Stop Career Center Taskforce.

5. **Draft language for necessary statute revisions.**

The Statutes and Legal Taskforce is currently working to prepare draft Missouri statute revisions necessary to implement the transition.

6. **Draft language for necessary revisions to the Missouri Register.**

The Statutes and Legal Taskforce has concluded that there are no substantive changes to the regulations.

- 7. Draft language needs to be created to add the new Workforce Development System under the Department of Economic Development.**
The Statutes and Legal Taskforce is currently working to prepare draft Missouri statutes that will create the Division of Workforce Development.
- 8. Provide information to the U.S. Department of Labor for federal compliance review on statute changes necessary to consolidate statewide employment and training programs.**
The Transition Team will submit draft statute revisions to the U.S. Department of Labor for compliance review.
- 9. Does the Department of Economic Development provide information to the U.S. Department of Labor on statute changes periodically, for federal compliance issues?**
The Department of Economic Development complies with federal regulations relating to the Job Training Partnership Act.
- 10. Does the Department of Social Services provide information to the U.S. Department of Labor on statute changes periodically, for federal compliance issues?**
This issue is not relevant to the consolidation of employment and training programs within the Departments of Labor and Industrial Relations and Economic Development.
- 11. Review draft waivers prepared by the new Workforce Development System, before submitted to the U.S. Department of Labor.**
The Statutes and Legal Taskforce will review draft waivers before submission to the U.S. Department of Labor.
- 12. Draft contracts may be necessary if the federal funding streams are not combined.**
The Statutes and Legal Taskforce will prepare the necessary contracts in order to complete the transition.

WORKFORCE INVESTMENT ACT OF 1998

*This portion of the Appendix was provided by the
U.S. Department of Labor Region VII and
should be viewed as reference material only.*

This publication provides an overview of the Workforce Investment Act (Public Law 105-220), which was signed into law August 7, 1998. It was produced by the U.S. Department of Labor to highlight the major features of the new legislation and to give State and local elected officials, program designers and operators, and the public quick information about the structure, funding, and target population groups to be served. *It is not intended to provide a detailed summary of the Act, nor is it intended to convey a legal opinion or interpretation of the legislation.* Material contained in this publication is in the public domain and may be reproduced, fully or partially, without permission of the Federal Government.



U.S. Department of Labor
Alexis M. Herman, Secretary

Employment and Training Administration
Ray Bramucci, Assistant Secretary

Office of Policy and Research
Gerard F. Fiala, Administrator

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Empowering the Nation's Jobseekers

The Workforce Investment Act of 1998 provides the framework for a unique national workforce preparation and employment system designed to meet both the needs of the nation's businesses *and* the needs of job seekers and those who want to further their careers. Title I of the legislation is based on the following elements:

- Training and employment programs must be designed and managed at the local level—where the needs of businesses and individuals are best understood.
- Customers must be able to conveniently access the employment, education, training, and information services they need at a single location in their neighborhoods.
- Customers should have choices in deciding the training program that best fits their needs and the organizations that will provide that service. They should have control over their own career development.
- Customers have a right to information about how well training providers succeed in preparing people for jobs. Training providers will provide information on their success rates.
- Businesses will provide information, leadership, and play an active role in ensuring that the system prepares people for current and future jobs.

U.S. Department of
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Further
Assistance:

Updated
information
regarding the
Workforce
Investment
Act of 1998
is available on
the Internet at:
<http://usworkforce.org>

TDD Phone:
1-800-326-2577

The Act builds on the most successful elements of previous Federal legislation. Just as important, its key components are based on local and State input and extensive research and evaluation studies of successful training and employment innovations over the past decade.

The new law makes changes to the current funding streams, target populations, system of delivery, accountability, long-term planning, labor market information system, and governance structure.

Title I authorizes the new Workforce Investment System. State workforce investment boards will be established and States will develop five-year strategic plans. Governors will designate local "workforce investment areas" and oversee local workforce investment boards. New youth councils will be set up as a subgroup of the local board to guide the development and operation of programs for youth. Customers will benefit from a "One-Stop" delivery system, with career centers in their neighborhoods where they can access core employment services and be referred directly to job training, education, or other services.

Title I requires that standards for success be established for organizations that provide training services and outlines a system for determining their initial eligibility to receive funds. It establishes the funding mechanism for States and local areas, specifies participant eligibility criteria, and authorizes a broad array of services for youth, adults, and dislocated workers. It also authorizes certain statewide activities and a system of *accountability* to ensure that customer needs are met.

Also authorized are a number of *national* programs—the Job Corps; Native American programs;

Migrant and Seasonal Farmworker programs; Veterans' Workforce Investment programs; Youth Opportunity grants for high-poverty areas; technical assistance efforts to States and local areas; demonstration, pilot, and other special national projects; program evaluations; and National Emergency grants.

Title II reauthorizes Adult Education and Literacy programs for Fiscal Years 1999-2003.

Title III amends the Wagner-Peyser Act to require that Employment Service/Job Service activities become part of the "One-Stop" system and establishes a national employment statistics initiative. It requires linkages between the Act's programs and Trade Adjustment Assistance and North American Free Trade Agreement Transitional Adjustment Assistance programs. It establishes a temporary "Twenty-First Century Workforce Commission" to study issues relating to the information technology workforce in the United States.

Employment Service/Job Service activities will become part of the "One-Stop" system.

Title IV reauthorizes Rehabilitation Act programs through Fiscal Year 2003 and links these programs to State and local workforce development systems.

Title V contains general provisions that include authority for State unified plans relating to several workforce development programs, incentive grants for States exceeding negotiated performance levels under the Workforce Investment Act, Adult Education Act, and Perkins Vocational Education Act, and transition provisions.

A Customer-Focused System

The most important aspect of the Act is its focus on meeting the needs of businesses for skilled workers *and* the training, education, and employment needs of individuals. Key components of the Act will enable customers to easily access the information and services they need through the “One-Stop” system; empower adults to obtain the training they find most appropriate through Individual Training Accounts, and ensure that all State and local programs meet customer expectations.

“One-Stop” Approach

The new system will be based on the “One-Stop” concept where information about and access to a wide array of job training, education, and employment services is available for customers at a single neighborhood location.

Customers will be able to easily:

- Receive a preliminary assessment of their skill levels, aptitudes, abilities, and support service needs.
- Obtain information on a full array of employment-related services, including information about local education and training service providers.
- Receive help filing claims for unemployment insurance and evaluating eligibility for job training and education programs or student financial aid.
- Obtain job search and placement assistance, and receive career counseling.
- Have access to up-to-date labor market information which identifies job vacancies, skills necessary for

The “One-Stop” concept will provide customers with information about and access to job training, education, and employment services at a single neighborhood location.

in-demand jobs, and provides information about local, regional and national employment trends.

Through the "One-Stop," employers will have a single point of contact to provide information about current and future skills needed by their workers and to list job openings. They will benefit from a single system for finding job-ready skilled workers who meet their needs.

To date, over 95 percent of the States are building these Centers, and over 800 Centers are operating across the country. Each local area will establish a "One-Stop" delivery system through which core services are provided and through which access is provided to other employment and training services funded under the Act and other Federal programs. There will be at least one Center in each local area, which may be supplemented by networks of affiliated sites. The operators of "One-Stop" Centers are to be selected by the local workforce investment boards through a competitive process or designation of a consortia that includes at least three of the Federal programs providing services at the "One-Stop."

Empowerment Through Training Accounts

Provisions of the Act promote individual responsibility and personal decision-making through the use of "Individual Training Accounts" which allow adult customers to "purchase" the training they determine best for them. This market-driven system will enable customers to get the skills and credentials they need to succeed in their local labor markets.

Individual Training Accounts will allow adult customers to purchase the training they determine best for them.

Expected levels of performance for each measure are to be negotiated between the Secretary and each State and the State and each local area, respectively. Failure to meet the expected levels could lead to sanctions, while exceeding the levels could lead to the receipt of incentive funds.

Good customer choice requires quality information. The "One-Stop" system will provide customers with a list of eligible training providers and information about how well those providers perform. Payment for services will be arranged through the Individual Training Accounts. Only in exceptional cases may training be provided through a contract for services between the "One-Stop" Center and organizations providing the training.

Accountability

As individuals become empowered to choose the services they require, States, local areas, and providers of those services will become more accountable for meeting those needs.

For adults and "dislocated" workers (such as those who lose their jobs because of permanent layoffs or plant closings), measures for the rates of entry into unsubsidized employment, job retention, post-placement earnings, and acquired education and skill standards for those who obtain employment will be established. Measures for older youth (19-21) will also include the attainment of a high school diploma (or its equivalent) for those who enter postsecondary education or advanced training as well as for those who get jobs. Measures for younger youth (14-18) will include rates of basic skills and work readiness or occupational skills attainment, attainment of high school diplomas (or the equivalent), and placement and retention in postsecondary education, advanced occupational training, apprenticeships, the military or employment. These measures apply to both statewide and local performance.

Measures will also be established relating to customer satisfaction of *both participants and employers*.

The Act also requires that training providers must meet certain requirements in order to receive adult or dislocated worker funds. There are separate requirements for initial eligibility and for subsequently maintaining eligibility to receive funds. Training providers will be held accountable for completion rates, the percentage of participants who obtain unsubsidized jobs, and for their wages at placement. Training providers must also provide information about the cost of their programs.

This information will be available to clients at "One-Stop" Centers.

Eligibility and Service Requirements

The Act specifies three funding streams to the States and local areas: adults, dislocated workers, and youth.

Adults and Dislocated Workers

Most services for adults and dislocated workers will be provided through the "One-Stop" system and most customers will use their individual training accounts to determine which training program and training providers fit their needs.

The Act authorizes "core" services (which will be available to all adults *with no eligibility requirements*), and "intensive" services for unemployed individuals who are not

Training providers will submit annual information about how well they serve participants, including their completion rates, number placed and their earnings. This information will be made available to customers at "One-Stop" centers. To remain eligible to provide services, training providers must meet or exceed minimum levels of performance established by the State and local areas.

Core services for adults will be available to all who seek assistance. There will be no eligibility requirements.

able to find jobs through core services alone. In some cases the intensive services will also be available to employed workers who need more help to find or keep a job.

While the services for adults and dislocated workers may be the same, there is a separate funding stream for dislocated workers.

Core services will include job search and placement assistance (including career counseling); labor market information (which identifies job vacancies; skills needed for in-demand jobs; and local, regional and national employment trends); initial assessment of skills and needs; information about available services; and some follow-up services to help customers keep their jobs once they are placed.

Intensive services will include more comprehensive assessments, development of individual employment plans, group and individual counseling, case management, and short-term pre-vocational services.

In cases where qualified customers receive intensive services, and are still not able to find jobs, they may receive training services which are *directly linked to job opportunities in their local area*. These services may include occupational skills training, on-the-job training, entrepreneurial training, skill upgrading, job readiness training, and adult education and literacy activities in conjunction with other training.

If adult funds are limited in an area, recipients of public assistance and low-income clients will be given priority for services. The Act also authorizes the provision of supportive services (e.g., transportation) to assist participants receiving the other services and the provision of

temporary income support to enable participants to remain in training.

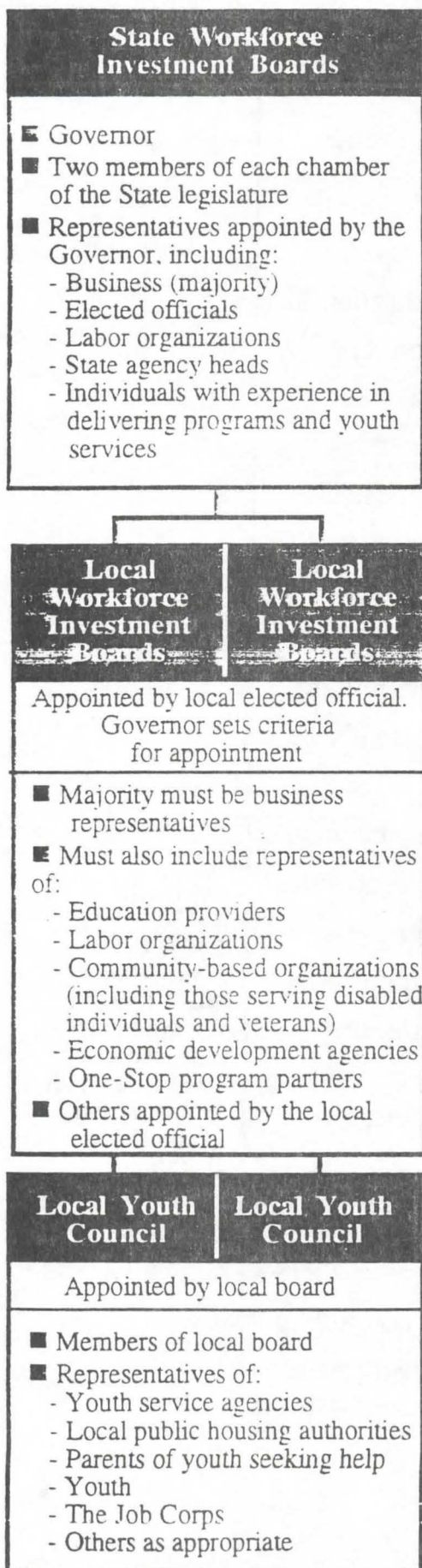
Youth

Eligible youth will be low-income, ages 14 through 21 (although up to five percent who are not low-income may receive services if they face certain barriers to school completion or employment). Young customers also must face one or more of the following challenges to successful workforce entry: (1) school dropout; (2) basic literacy skills deficiency; (3) homeless, runaway, or foster child; (4) pregnant or a parent; (5) an offender; or (6) need help completing an educational program or securing and holding a job. At least 30 percent of local youth funds must help those who are not in school.

Youth will be prepared for postsecondary educational opportunities or employment. Programs will link academic and occupational learning. Service providers will have strong ties to employers. Programs must also include tutoring, study skills training and instruction leading to completion of secondary school (including dropout prevention); alternative school services; mentoring by appropriate adults; paid and unpaid work experience (such as internships and job shadowing); occupational skills training; leadership development; and appropriate supportive services. Youth participants will also receive guidance and counseling, and follow-up services for at least one year, as appropriate.

Youth will be prepared for postsecondary educational opportunities or employment. Programs will link academic and occupational learning.

Planning & Oversight



Programs must provide *summer employment opportunities* linked to academic and occupational learning. (In contrast to the current legislation, a separate appropriation is not authorized for a “summer” program.) The mix of year-round and summer activities is left to local discretion.

Designing and Managing the New System

Several new features are included in the law to ensure the full involvement of business, labor, and community organizations in designing and ensuring the quality of the new workforce investment system. These include State and local workforce investment boards, local youth councils, and long-term State strategic planning.

State and Local Workforce Investment Boards

Each State will establish both State and local workforce investment boards. The State board will help the Governor develop a five-year strategic plan describing statewide workforce development activities, explaining how the requirements of the Act will be

implemented, and outlining how special population groups will be served. The plan—which must also include details about how local Employment Service/Job Service activities fit into the new service delivery structure—must be submitted to the Secretary of Labor. The state board will advise the Governor on ways to develop the statewide workforce investment system and a statewide labor market information system. The state board will also help the Governor monitor statewide activities and report to the Secretary of Labor.

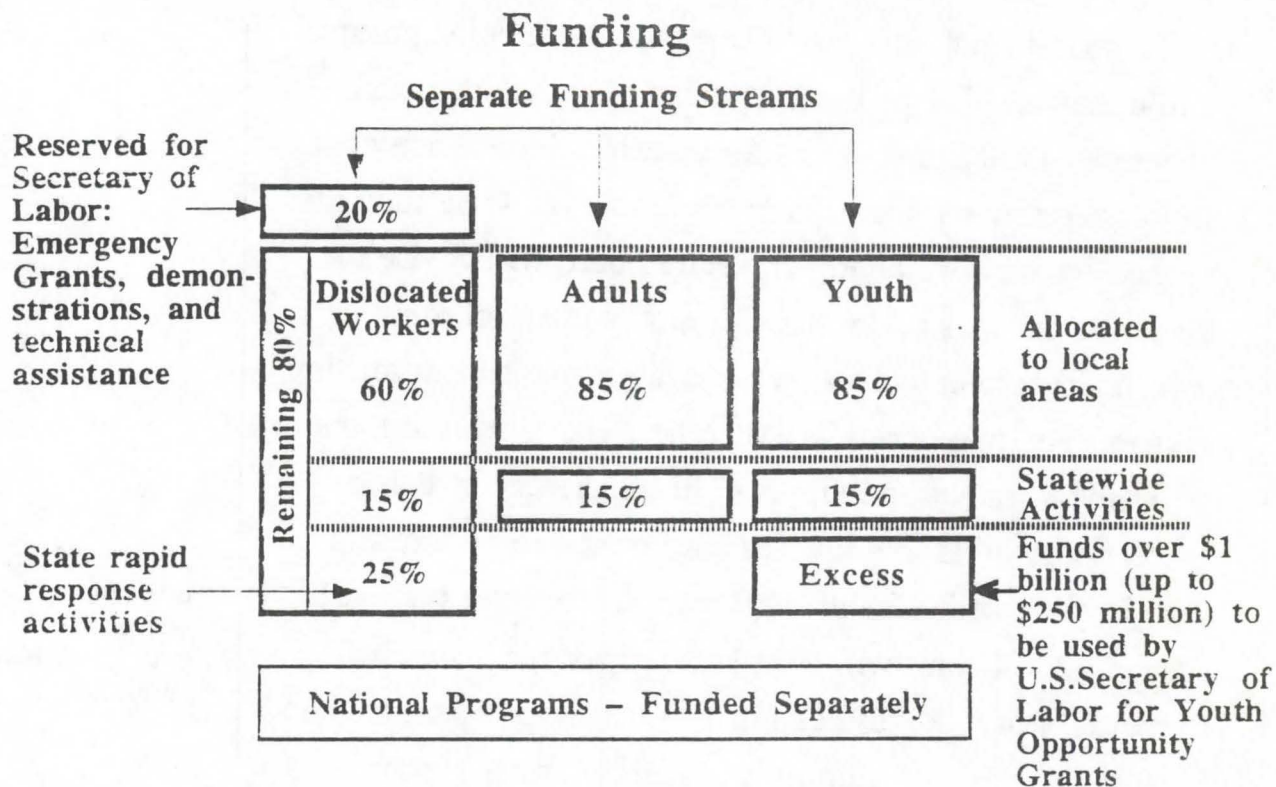
Local workforce investment boards, in partnership with local elected officials, will plan and oversee the local system. Local plans will be submitted for the Governor's approval. Local boards designate "One-Stop" operators and identify providers of training services, monitor system performance against established performance measures, negotiate local performance measures with the state board and the Governor, and help develop the labor market information system.

Local workforce investment boards will plan and oversee the local system.

Youth Councils

Youth Councils will be established as a subgroup of the local board to develop parts of the local plan relating to youth, recommend providers of youth services, and coordinate local youth programs and initiatives.

Youth Councils will be established as a subgroup of the local workforce investment board.



Funding

The Workforce Investment Act authorizes three funding streams: adults, dislocated workers, and youth.

Eighty-five percent of adult and youth funds will be allocated to local areas; the remainder will be reserved for statewide activities. For youth, funds appropriated in excess of \$1 billion (up to \$250 million) will be used by the U.S.

Department of Labor to fund Youth Opportunity grants.

For dislocated workers, 20 percent will be reserved by the Secretary of Labor for National Emergency Grants, dislocated worker demonstration efforts, and technical assistance. Of the remaining 80 percent, 60 percent will be allocated to local areas, 15 percent will be reserved for

statewide activities, and 25 will be reserved for State rapid response efforts.

States may merge the 15 percent set-asides for statewide activities from the three separate funding streams (dislocated workers, adults, and youth) if they choose to do so (for example, State set-aside funds from the adult stream may be used for statewide youth activities, etc.).

States may merge the set-asides for statewide activities.

Implementation

The Secretary of Labor is authorized to take appropriate actions to ensure an orderly transition from JTPA to the Workforce Investment Act. JTPA is repealed effective July 1, 2000.

Appendix

Current Law (Job Training Partnership Act)

Workforce Investment Act of 1998

Implementation Schedule

The Secretaries of Labor and Education are authorized to take appropriate actions to ensure an orderly transition to the new programs under their purview. The Act is effective on the date of enactment (except as otherwise provided in the Act).

Structure & Funding

Separate funding streams and authorizing legislation for Job Training Partnership Act (JTPA), Wagner Peyser, vocational education, adult education, and vocational rehabilitation.

Organized into five titles: (1) job training; (2) adult education; (3) amendments to Wagner-Peyser and related Acts; (4) amendments to the Vocational Rehabilitation Act; and (5) general provisions. Does not include vocational education (addressed in separate legislation).

Separate funding streams for disadvantaged adults, dislocated workers, disadvantaged youth, and summer youth.

Maintains separate funding streams for adults, dislocated workers, and youth.

Target Population Groups

Economically disadvantaged adults must be age 22 or older, economically disadvantaged (10 percent can be non-disadvantaged if they have serious barriers to employment). Sixty-five percent must be "hard-to-serve" in identified categories.

All adults are eligible for core services ages 18 older. Priority for intensive services must be given to recipients of public assistance and other low-income individuals in areas where funds are limited.

Dislocated Workers are defined to include four categories.

Dislocated workers—excludes long-term unemployed from definition of dislocated worker and adds displaced homemakers.

Youth are defined to include ages 16-21, although under certain cases, they may be 14 and 15. In the year-round program, they must be economically disadvantaged (10 percent may not be if they have serious barriers to employment). Sixty-five percent must be "hard-to-serve" in specific categories. At least half must be out-of-school youth. In summer programs, they must be economically disadvantaged.

Youth must be ages 14-21, low income, and meet at least one of six specific barriers to employment. Five percent may be non-low-income if they have one or more specified barriers to school completion or employment. At least 30 percent of the funds must be spent on out-of-school youth.

Current Law (Job Training Partnership Act)

Workforce Investment Act of 1998

"One-Stop" Service Delivery

"One-Stop" implementation grants are currently awarded with Wagner-Peyser funds, but there are no statutory requirements to provide services through the "One-Stop" system.

Establishes the "One-Stop" delivery system as the access point for employment-related and training services. All core services must be available at at least one site which may be supplemented by multiple additional sites and technological networks. Specifies designated "One-Stop" partners that are to provide services through the "One-Stop," including programs authorized under this Act, Wagner-Peyser, Welfare-to-Work, vocational rehabilitation, etc. Provides for a memorandum of understanding between partners and local boards to address issues such as services to be provided, referrals, and operating costs. The local board selects the operator of a "One-Stop" center through a competitive process or may designate a consortia of not less than three partners to operate a center.

Summer Jobs

The summer jobs program is specifically authorized under Title IIB of JTPA.

Includes summer jobs as a required component of the youth program, but no separate appropriations are authorized for the program.

Youth Services

Requires individual assessment of skill levels and service needs; service strategy; availability of basic skills, occupational skills, and work maturity skills training; work experience and supportive services; and authorizes an array of training and training-related services.

Retains requirement for assessment and service strategy, adds as required elements: preparation for postsecondary educational opportunities or unsubsidized employment (as appropriate); strong linkages between academic and occupational training; and effective connections to intermediaries with strong links to the job market and employers. The other required elements of youth programs include: tutoring, study skills training and instruction leading to completion of secondary school, including dropout prevention; alternative school services; adult mentoring; paid and unpaid work experiences, including internships and job shadowing; occupational skills training; leadership development opportunities; supportive services; follow-up services for not less than 12 months as appropriate; and comprehensive guidance and counseling.

Current Law (Job Training Partnership Act)

Workforce Investment Act of 1998

Youth Opportunity Area Grants for Out-of-School Youth

Administration proposal calls for saturation grants to increase employment rates among youth ages 16-24 in high poverty areas in Empowerment Zones/Enterprise Communities. The Department of Labor's Fiscal Year 1998 Appropriations Act provides an advance Fiscal 1999 appropriation of \$250 million for this program.

Reserves amounts appropriated for youth in excess of \$1 billion (up to \$250 million) for Youth Opportunity grants, which the Secretary of Labor may provide to help youth ages 14-21 in high poverty areas located in Empowerment Zones/Enterprise Communities, high poverty areas located on Indian reservations, or other high poverty areas designated by the States.

Adult and Dislocated Worker Services

Title II provides stand-alone employment services (e.g., job search assistance). Title III authorizes readjustment retraining services.

Funds will be used at the local level to pay for core "One-Stop" system, as well as for intensive training services for program participants. *Core services funded by the adult stream would be available universally with no eligibility requirements.* Funds for dislocated workers would be used exclusively for services to dislocated workers. Intensive services (e.g., counseling and prevocational services) will be available for unemployed individuals who have been unable to obtain jobs through core services and those who are employed but need additional services to reach self-sufficiency. Training is available for those who meet intensive services eligibility but were unable to find employment through those services.

Skill Grants for Training

Most training is provided through contracts with training providers. Vouchers are only used on a limited basis.

For adult and dislocated worker training, requires the use of Individual Training Accounts (ITAs), through which a participant chooses among qualified providers. The three exceptions where a contract for training may be used in lieu of ITAs are: on-the-job training and customized training; an insufficient number of providers; and programs provided by Community-Based Organizations or other private organizations serving special participant groups that face multiple barriers to employment.

Current Law (Job Training Partnership Act)

Workforce Investment Act of 1998

Accountability

Performance standards applicable to local areas are established by the Secretary of Labor which are to include factors identified in the law. States adjust the standards based on economic, demographic, and other factors within parameters established by the Secretary. States may award incentive funds or impose sanctions based on local performance.

Establishes indicators of performance for all adult, dislocated worker, and youth programs to be applied to States as well as local areas. There are four core indicators relating to adults, dislocated worker programs, and youth ages 19-21 (placement, retention, earnings, and skill attainment), and three core indicators relating to youth ages 14-18 (basic skills attainment and, as appropriate, occupational skills: high school diplomas; and placement and retention in postsecondary education, advanced training, or employment). The Secretary of Labor is to negotiate the expected levels of performance for each indicator with each State, and the State, in turn, is to negotiate expected levels of performance with each local area. Negotiations are to take into account special economic and demographic factors. Technical assistance, sanctions, and Federal incentive funds are tied to whether States meet the expected levels of performance.

Training Provider Eligibility

Other than general procurement requirements, there are no eligibility requirements for training providers.

Eligibility to receive adult and dislocated worker funds requires a provider to be certified under the HEA, the National Apprenticeship Act, or an alternative procedure established by the Governor. All providers must submit annual specified performance-based information relating to outcomes of their students (completion rates, placement and earnings, etc.). To remain eligible, providers must meet or exceed minimum levels of performance established by the State and localities.

Current Law (Job Training Partnership Act)

Workforce Investment Act of 1998

Service Provider Reports for Clients

No requirement for reports on how successful training providers are for client consideration.

Information for clients relating to each provider is to be disseminated to "One-Stop" centers and available to help clients select providers who meet their needs. The information is the performance-based information relating to outcomes described above.

State and Substate Shares of Funding and State Reserves

Disadvantaged Adults: Title II-A

77 percent allocated to local areas.

23 percent reserved by State, of which:

- Five percent - State administration.
- Five percent - State incentives.
- Eight percent - Education and coordination grants.
- Five percent - Older worker programs.

Adults:

85 percent allocated to local areas.

15 percent reserved for statewide activities which must include incentive grants, technical assistance, management information systems, evaluation, and "One-Stop" system building. Permissible statewide activities include incumbent worker projects, authorized youth and adult activities, and additional system building. Not more than five percent may be used for administration.

Dislocated Workers: Title III

60 percent allocated to local areas.

40 percent reserved by the State to carry out administration, rapid response, and special projects.

Dislocated Workers

60 percent allocated to local areas.

40 percent reserved by State, of which:

- 15 percent reserved for statewide activities as described above.
- 25 percent reserved for rapid response activities.

Disadvantaged Youth

Summer - Title II-B

100 percent allocated to local areas.

Youth

85 percent allocated to local areas.

15 percent reserved for statewide activities as described above.

Year-Round Youth - Title II-C

82 percent allocated to local areas.

18 percent reserved by the State. Same State reserves as II-A except does not include older worker program.

[Note: State 15 percent reserve amounts from each stream may be merged by States to increase services to one of the three groups (adults, dislocated workers, or youth)]

Current Law (Job Training Partnership Act)

Workforce Investment Act of 1998

Interstate Allocation Formulas

Adults

- 1/3 number of unemployed residing in areas of substantial unemployment (greater than or equal to 6.5 percent).
- 1/3 excess unemployment (greater than 4.5 percent).
- 1/3 economically disadvantaged adults.
- 0.25 percent small State minimum.
- 90 percent hold harmless.

Dislocated Workers

- 1/3 unemployed.
- 1/3 excess unemployment (greater than 4.5 percent).
- 1/3 long-term unemployed (15 weeks or longer).

Youth

- 1/3 number of unemployed in areas of substantial unemployment (greater than or equal to 6.5 percent).
- 1/3 excess unemployment (greater than 4.5 percent).
- 1/3 economically disadvantaged youth.
- 0.25 percent small State minimum.
- 90 percent hold harmless.

Adults

Factors are the same as JTPA:

- If appropriation is less than \$960 million, JTPA hold harmless and small State minimums apply.
- If the appropriation is \$960 million or more:
 - The hold harmless for each State is the greater of 100 percent at the State's actual allotment under JTPA in FY 1998 or 90 percent of the allotment percentage of the State in the preceding year.
 - Subject to the hold harmless for all States, the minimum for small States would be 0.3 percent up to \$960 million plus 0.4 percent of any amount in excess of \$960 million.
- Stop gain of 130 percent.

Dislocated Workers

Same as JTPA

Same as JTPA

Same as JTPA

Youth

Factors same as JTPA

- If appropriation is less than \$1 billion, JTPA hold harmless and small State minimums apply.
- If appropriation is \$1 billion or more:
 - The hold harmless for each State is the greater of 100 percent of the State's actual allotment under JTPA in FY 1998 or 90 percent of the allotment percentage of the State in the preceding year.
 - Subject to the hold harmless for all States, the minimum for small States would be 0.3 percent up to \$1 billion plus 0.4 percent of any amount in excess of \$1 billion.
- Stop gain of 130 percent.

Current Law
(Job Training Partnership Act)

Workforce Investment
Act of 1998

Substate Allocation Formulas

Adults

Same as interstate factors.

Adults

State may allocate all (but not less than 70 percent of) substate funds in accordance with interstate factors or may, for up to 30 percent of funds, use an alternate formula that incorporates additional factors developed by the State board relating to excess poverty or excess unemployment.

Dislocated Workers

Governor prescribes; must include at least six specified factors.

Dislocated Workers

Same as current law.

Youth

Same as interstate factors.

Youth

State may allocate all (but not less than 70 percent of) substate funds in accordance with interstate factors or may, for up to 30 percent of funds, use an alternate formula that incorporates factors developed by the State board relating to youth poverty or excess unemployment.

Transfer of Funds

With the approval of the Governor, local areas may transfer up to 10 percent between adult and year-round youth and may transfer 20 percent from summer to year-round youth. Appropriations Acts have recently allowed 20 percent transfer between adult and dislocated workers, and 100 percent between summer and year-round youth.

With the approval of the Governor, local areas may transfer 20 percent between adult and dislocated workers funding streams.

Current Law (Job Training Partnership Act)

Workforce Investment Act of 1998

Local Governance

JTPA is administered at the local level by Private Industry Councils (PICs) in partnership with local elected officials. PICS and local elected officials are responsible for developing local plans and for oversight.

Members of Private Industry Councils are appointed by local elected officials

Composition of PICs: majority to be representatives of business; not less than 15 percent representatives of organized labor and community-based organizations; and representatives from other specified public agencies (Employment Service, Vocational Rehabilitation, public assistance, and economic development).

PICS may operate programs.

Local workforce investment boards, in partnership with local elected officials, are responsible for planning and overseeing the local program. The board is responsible for developing the local plan to be submitted to the Governor for approval, designating local "One-Stop" operators, designating eligible providers of training services, negotiating local performance measures, and assisting in developing an employment statistics program.

A youth council is to be established in each local area as a subgroup of the local board. The youth council develops portions of the local plan relating to youth, recommends the providers of youth activities to be awarded grants by the local board, and coordinates youth activities in the area.

Members of local workforce investment boards are appointed by local elected officials in accordance with criteria established by the Governor.

Composition of workforce investment boards: Must have a majority of business representatives and include representatives of education providers, labor organizations, community-based organizations (including those representing disabled veterans), economic development agencies, and each of the "One-Stop" partners. It may include other representatives determined appropriated by local elected officials

The board is prohibited from directly providing training services unless the Governor waives the prohibition based on a determination that another entity is not available to meet local demand for such training. The board may not directly provide non-training services unless the local elected official and the Governor agree to allow the board to provide such services.

Current Law (Job Training Partnership Act)

Workforce Investment Act of 1998

Designation of Sub-State Areas

Governor is to take into account specified factors, including consistency with labor market areas, in designating local areas. The Governor must approve any request from any unit of general local government or consortia of such units with a population of 200,000 or more to be a Service Delivery Area.

The Governor is to take into account similar factors as current law (labor market areas) in designating areas. The Governor must approve a request for designation from units of general local government with a population of 500,000 or more. Pursuant to their request, units of local government (or combination of units) with a population of 200,000 or more that were Service Delivery Areas under JTPA are to receive temporary designation if they meet JTPA performance measures during the preceding two years and had sustained fiscal integrity. If such areas substantially meet local performance measures for up to two subsequent years, the designation extends through the end of the State plan. Local areas designated pursuant to previously enacted State laws are grandfathered.

State Governance

States are to establish State Job Training Coordinating Councils or State Human Resource Investment Councils to advise the Governor on coordination of workforce programs and to carry out other activities.

States are to establish a State workforce investment board to develop the State plan and to carry out other activities.

Under JTPA Title II, the Governor submits a biennial Coordination and Special Services Plan describing how programs within the State will be coordinated and the use of certain State reserve funds. Under Title III, the State submits a biennial plan providing assurances and relating to the services to be provided to dislocated workers and the activity of the State dislocated worker unit.

The state board develops a five-year strategic plan to be submitted to the Secretary of Labor, advises the Governor on developing the statewide workforce investment system and the statewide labor market information system, and assists the Governor in reporting to the Secretary of Labor and monitoring the statewide system. The comprehensive state plan developed by the board describes the workforce development activities to be undertaken in the State, how the State will implement the key requirements of the Act, and how special populations will be served. The plan is also to incorporate the detailed state plans under the Wagner-Peyser Act relating to the delivery of employment services.

State approves local plans and is responsible for oversight of local programs.

Similar to current law. In addition, the State can decertify a local board in cases of fiscal noncompliance or nonperformance.

Current Law (Job Training Partnership Act)

Workforce Investment Act of 1998

Unified State Plan

Separate plan required for each Federal program.

The law permits and encourages the submission of "unified" State plans to ensure coordination of, and to avoid duplication between workforce development activities. The plan continues to be subject to the requirements of the plan or application under the Federal statute authorizing the program. Fourteen programs are specified that may be included, including programs authorized under the Act, the Wagner-Peyser Act, the Food Stamp Act, etc. Plans are approved unless the appropriate Secretary indicates within 90 days of receipt that the plan is not consistent with the requirements of the Federal statute authorizing the activity. The State legislature must approve the inclusion of secondary vocational education in the unified plan.

Federal Government Role and Regulatory Authority

Federal Government responsibilities include reviewing and approving State plans, performance awards and sanctions, the Management Information System, oversight, administration and management of national activities and programs (e.g., the Job Corps, Native American programs, Veterans' Workforce Investment programs, etc.)

General authorization for regulations as the Secretary of Labor deems necessary.

Similar to current law. The State plan is to be approved by the Secretary of Labor within 90 days unless the Secretary determines that the plan is inconsistent with the provisions of the Act or the Wagner-Peyser plan does not meet the approval standard of that Act.

Authorizes rules and regulations only to the extent necessary to administer and ensure compliance with the specific requirements of the Act.

Labor Market Information

JTPA Title IV-B requires the Secretary of Labor to maintain a cooperative labor market/occupational information system. Governors must designate the State Occupational Information Coordinating Committee or other entity to oversee and manage a statewide comprehensive labor market and occupational supply and demand information system that meets BLS standards.

A national employment statistics system is established, which is to be planned, administered, overseen, and evaluated through a cooperative governance structure involving the Department of Labor and the States. It requires the Secretary of Labor, through the Bureau of Labor Statistics, and in cooperation with the States, to prepare an annual plan to manage the nationwide system.

Current Law
(Job Training Partnership Act)

Currently authorized under JTPA as a separate national program.

Workforce Investment
Act of 1998

Job Corps

The Job Corps is retained as a separate national program. Its provisions are amended to strengthen linkages between Job Corps centers and the State workforce development systems and the local communities in which they are located. Each center must establish an industry council to recommend appropriate vocational training for the center to meet local labor market needs. Applicants would be assigned to centers nearest to where they live (with some exceptions). Job Corps center performance indicators and expected levels of performance would be established for graduation, placement, retention, earnings, entry into postsecondary education or advanced training, and skill gains of graduates. Students would be provided with follow-up counseling for up to 12 months after graduation. The Act also codifies current administrative practices relating to a zero tolerance policy for the use of drugs or violence committed by an enrollee.

Current Law (Job Training Partnership Act)

Workforce Investment Act of 1998

National-Level Activities

National Reserve Account

JTPA Title III-B establishes a National Reserve Account through which the Secretary of Labor may award grants to help address mass layoffs and carry out other special dislocated worker projects. Disaster relief is currently funded through dislocated worker demonstration authority. Separate Defense Conversion Adjustment and Defense Diversification programs are authorized to help defense workers affected by base closings or downsizing.

Establishes National Emergency grants which would merge National Reserve Account Authority for dislocated workers and disaster relief assistance.

Indian and Native American Grants

JTPA section 401 authorizes a nationally-administered Indian and Native American Grant program. Grants are awarded competitively.

Similar to current law, but the Act adds the authority for the Secretary of Labor, with specified exceptions, to waive provisions of the Title that are inconsistent with the needs of the grantees pursuant to a plan submitted by the grantees to improve the program.

Migrant and Seasonal Farmworker Grants

JTPA section 402 authorizes a nationally-administered Migrant and Seasonal Farmworker Grant program. Grants are awarded competitively.

Similar to current law, but specifies eligibility criteria in the law.

Veterans Employment Program

JTPA section 441 authorizes the Secretary of Labor to conduct programs to meet the employment needs of veterans with service-connected disabilities, from the Vietnam era, and who are recently separated from service.

Broadens eligibility to add veterans with significant barriers to employment and veterans who served on active duty during a war or campaign which badges have been authorized.

Current Law (Job Training Partnership Act)

Workforce Investment Act of 1998

National Incentive Grants

Not authorized under current law.

Beginning July 1, 2000, the Secretary of Labor is required to award an incentive grant to each State that exceeds the State adjusted levels of performance for each of these: workforce investment; adult education; and vocational education, and submits an application for funds. The funds are to be used by the State for carrying out an innovative program consistent with the requirements of any one or more of the three programs. An incentive grant provided to a State shall be awarded in an amount that is not less than \$750,000 and not more than \$3 million. If the amount available for grants under this section for a fiscal year is insufficient to award a grant to each State or eligible agency that is eligible for a grant, the Secretary of Labor shall reduce the minimum and maximum grant amount by a uniform percentage.

Technical Assistance

The Secretary of Labor must establish a Capacity Building and Information and Dissemination Network to provide training and technical assistance and related activities. (Note: Congress has not approved funds for this activity in recent years.)

The law authorizes the Secretary of Labor to provide, coordinate, and support the development of appropriate technical assistance, staff development, and other activities, including assistance in replicating programs of demonstrated effectiveness. The Secretary is also authorized to help States make transitions from carrying out activities under provisions of law repealed by this law to carrying out activities under the new law.

Dislocated worker program technical assistance is authorized separately. Up to five percent of national reserve funds may be used for staff training and technical assistance.

The Secretary of Labor may use not more than five percent of the dislocated worker funds reserved at the national level to provide technical assistance to States that do not meet the the State performance measures for dislocated workers. These funds may also be used to provide assistance to States, local areas, and other entities involved in providing assistance to dislocated workers to promote the continuous improvement of assistance provided to dislocated workers.

Current Law (Job Training Partnership Act)

Workforce Investment Act of 1998

National Partnership Grants

The Secretary of Labor is authorized to award grants to eligible entities to carry out programs that are most appropriately administered at the national level.

Multi-service projects and multi-state projects over \$100,000 must be funded competitively, selected pursuant to a peer review process (for grants over \$500,000), and are subject to three-year time limits.

Research, Pilot Programs, and Demonstration Grants

The Secretary of Labor is authorized to conduct continuing research.

The Secretary of Labor is required to award grants or contracts to carry out research projects. Awards over \$100,000 must be made on a competitive basis. However, a non-competitive award may be made in the case of a project that is funded jointly with other public or private sector entities that provide a substantial portion of assistance for the project. The Secretary is required to use a peer review process to review and evaluate all grants in excess of \$500,000.

The Secretary of Labor is authorized to conduct pilot and demonstration programs, through grants and contracts to develop and improve techniques and demonstrate the effectiveness of specialized methods in addressing employment and training needs. Demonstration programs may not be funded for more than seven years. Pilot programs may not be funded for more than three years.

Demonstration and pilot projects are to be awarded competitively, except that a noncompetitive award may be made in the case of a project that is funded jointly with other public or private sector entities that provide a portion of the funding for the project.

The dislocated worker program has separately-authorized demonstration programs. Not less than ten percent of national reserve funds must be expended on these programs.

The Secretary of Labor is to use not less than ten percent of dislocated funds reserved at the national level to carry out demonstration and pilot projects, multi-service projects, and multi-state projects relating to the training and employment needs of dislocated workers.

Evaluation

The Secretary of Labor is authorized to provide for the continuing evaluation of programs conducted under JTPA, as well as of federally-funded employment-related activities under other provisions of law.

Similar to the current law (JTPA).

**Current Law
(Job Training Partnership Act)**

**Workforce Investment
Act of 1998**

Wagner-Peyser

Currently, there is a separate authorization and funding stream for this Act.

Retains the separate authorization and funding stream. Public labor exchange activities are required to be part of the "One-Stop" system. The new law integrates Wagner-Peyser plans into State workforce development plans.

Twenty-First Century Workforce Commission

Not applicable to current law.

A "Twenty-First Century Workforce Commission" will be established to study matters relating to the information technology workforce in the U.S. Composed of 15 members, the Commission is required to submit to the President and the Congress its report within six months of its first meeting and terminate within 90 days after submitting its report.

Funding Authorization Level

No funding levels are specified in the current law, except "such sums only" for all but vocational rehabilitation.

No funding levels are included ("such sums only"). The law includes percentage earmarks for specific categories of national activities.

General Waiver of Statutory Requirements

Fiscal Year 1996, 1997, and 1998 appropriations acts have provided the Secretary of Labor with general waiver authority over JTPA provisions, except for specified provisions that may not be waived, pursuant to State requests. Waivers are for one year.

Includes waiver authority similar to current appropriations acts, except that waivers may be granted for the full five-year authorization period.

Current Law
(Job Training Partnership Act)

Workforce Investment
Act of 1998

Work-Flex

The Department of Labor Appropriations Act of 1997 authorized the Secretary of Labor to grant Work-Flex authority to provide work-force training and employment activities to a maximum of six States. Work-Flex States are authorized to waive certain statutory and regulatory provisions of Titles I-III of JTPA and section 8-10 of Wagner-Peyser.

Eligibility for "Work-Flex" (currently authorized for six States by appropriations law) is expanded to all States. Pursuant to an approved plan, Governors would be granted authority to approve requests for waivers of statutory or regulatory provisions of Title I submitted by their local workforce areas (except for labor standards and certain other provisions). Work-Flex States would be authorized to waive section 8-10 of the Wagner-Peyser Act and provisions of the Senior Community Service Employment Program.

Extended Transition/Grandfathering

Not applicable under current law.

Allows State law provisions, enacted prior to December 31, 1997 relating to the designation of service areas, and sanctioning of local areas for poor performance that are inconsistent with Title I requirements to continue in effect for the five-year authorization period. In addition, all States and localities may retain their existing State councils and local boards created under JTPA if they substantially meet the requirements of the new law.

Labor Standards

Requires participants to be paid at the same rates as similarly situated employees, prohibits displacement of employed workers or the use of funds to encourage employer relocation. Limits the use of funds for economic development, contains separate non-discrimination protections. Requires State and local grievance procedures.

Similar to the current law (JTPA).

Current Law (Job Training Partnership Act)

Workforce Investment Act of 1998

Miscellaneous Administrative Provisions

Office of Management and Budget circulars do not apply; the Secretary of Labor prescribes regulations relating to cost principles and administration of funds. States are responsible for repaying disallowed costs from non-Federal funds (including stand-in costs), although the Secretary may allow States to use future allotments as offset in certain cases. Programs are carried out on a "program year" cycle (July 1 - June 30). Funds are available for State and local expenditure during the year of obligation and two succeeding years. The law contains reporting, record keeping, administrative adjudication and judicial review provisions.

Applies Office of Management and Budget circulars to the administration of funds and cost principles. States receive authority to repay disallowed local costs by deducting future year local administrative costs. The Program Year cycle is retained, but youth funds are available April 1. The expenditure period is shortened for local areas to the year of obligation and the succeeding year. The new law is similar to the old one with respect to other administrative provisions.

Authorization Period

Unlimited authorization.

Authorizes appropriations for five years (Fiscal Years 1999-2003).

ONE-STOP CAREER CENTER TASKFORCE

*This portion of the Appendix reflects the work of the
One-Stop Career Center Taskforce and should be viewed as
reference material for this document only.
Some of the recommendations have been incorporated
into New Directions in Workforce Development.*

ONE-STOP CAREER CENTER TASKFORCE WORK PLAN

STRATEGIC ISSUES

The current One-Stop Career Center initiative in Missouri has made significant progress in the past two years. There is still considerable work to be done to further integrate workforce development programs. In order to provide Missourians a true One-Stop Career Center Delivery System the current effort must be continued and advanced.

DESIRED OUTCOMES

A successful One-Stop Career Center System emphasizing integration will result in:

- streamlined product delivery;
- services easier to administer;
- seamless service delivery which includes integrative systems, local control, customer focused results, and holistic approach to families;
- a clear definition of roles;
- participation and cooperation among all investors;
- the dissemination of accurate information;
- appropriate information flow; and
- teamwork.

A successful One-Stop Career Center System emphasizing accountability will result in:

- increased operational efficiency of state government;
- accountability for results at local and statewide levels;
- a skilled labor force that will increase both the productivity of employers and earnings potential of workers;
- increased responsiveness to job seekers and employers;
- more value for tax dollars;
- compensation for results;
- a positive attitude among employees;
- decreased caseloads;
- a short implementation timeframe;
- good internal communications;
- increased productivity of employees;
- increasing the number of people who get a job;
- increasing the number of people who get a job at a higher wage;
- increasing the number of people who move above the poverty line;
- increasing the number of people who remain employed for 12 months (tracked at 3, 6, 9, and 12 months);
- decreasing the percentage of Missourians obtaining public support at any time during the year; and
- increased percentage of Missourians with incomes above 100% of the poverty level.

A successful One-Stop Career Center System emphasizing choice will result in:

- customer driven services;
- increased employer involvement;
- suitable referrals for everyone who wants or needs a job; and
- increased customer satisfaction.

A successful One-Stop Career Center System emphasizing universality will result in:

- greater customer (job seeker and employer) choices;
- a simple user-friendly system;
- innovative services;
- delivering services with flexibility at local and statewide levels;
- access for all seeking services;
- eliminating barriers to employment;
- public support;
- cultural competence; and
- stimulation of local and statewide economies.

QUESTIONS AND ANSWERS

1. How will current initiatives merge into new Workforce Development System reforms?

Considerable progress has been made in Workforce Development System reforms.

Workforce Development system reform are being driven by the consolidation of Division of Job Development and Training and part of the current Division of Employment Security.

Complimenting this reform has been the passage of the Workforce Investment Act. This act encourages the coordination of employment and training programs but is not a license to consolidate the programs. Silo funding sources are still to be maintained. Compliance with federal regulations for each program is still required. However, joint planning and joint implementation is allowed and encouraged.

2. What is a true One-Stop Career Center System?

The Workforce Investment Act requires 14 federal programs to offer their universal service through at least one single location in each of the current 15 service delivery areas. It invites other programs to participate if they desire. The Act requires three levels of service to be offered at the local site and spells out examples of those services. It empowers local Workforce Investment Boards in conjunction with Chief Local Elective Officials to decide criteria based on federal mandates of who gets trained and distributes most training money for adults and youth.

3. Can there be a full service automated One-Stop Career Center?

Although there is currently not a fully automated system, a successful unified automation system emphasizing system design will result in accessibility and compatibility with hardware, software, Internet, and mainframe systems; a unified telephone system, accurate and verifiable data and improved planning.

A successful unified automation system emphasizing customer service will result in access to the public labor exchange; automated assessments; a user friendly, easy to administer system, self-help capabilities; state parameters that allows for local enhancements; and a dynamic system.

A successful unified automation system emphasizing client tracking and case management will result in protecting confidentiality; a simple tracking system for job seekers and employers; shared data; local level capacity; and continuity and recording historical data.

A successful unified automation system emphasizing quality and cost control will result in accountability; identifying validated information; cost effective implementation, cost effective service delivery; and up-to-date fiscal tracking system; improved staff performance and recognition of success; compatibility with the federal reporting system; and reports.

4. Who will manage the One-Stop Career Centers as well as the budgets?

The One-Stop Career Centers will have a designated individual to manage the physical facility. The local Workforce Investment Boards with the agreement of the Chief Local Elected Officials shall, through memorandums of understanding with the partners, describe the services to be provided, and how the cost of such services and operating costs of the local One-Stop Career Center.

5. Are the One-Stop Career Center business plans still relevant?

The original One-Stop Career Center business plans were used as a foundation for the One-Stop Career Center initiative. As we transition into the new Workforce Investment Act they will be used as a reference as we move into the millennium.

6. Is it possible to have a true One-Stop Career Center without collocation by all partners: Divisions of Employment Security, Job Development and Training, and Family Services, Departments of Elementary and Secondary Education and Higher Education?

Physical location of all partners may be possible, other methods to deliver services may be utilized to better serve customers.

7. Will the One-Stop Career Center System pilot cost allocation plans or make it statewide?

The Budget Taskforce has formed a cost allocation subcommittee. Decisions around making it pilot or statewide are pending.

8. What are the minimums for the full service One-Stop Career Center System with regards to facility, Americans with Disability Act parking, programs, staff, and staff supervision, line and functionality?

The One-Stop Career Center agency liaisons, in consultation with local staff, are developing the minimum facility requirements in response to the statewide strategic plan of the Missouri Training and Employment Council.

9. Does the local management structure of the One-Stop Career Center facility have to be any certain way?

Successful One-Stop Career Center sites have demonstrated a shared leadership and management structure. This is accomplished best when designed and implemented locally without state intervention.

10. How will state merit staff be managed?

Direct supervision of a state merit employee will be done by a state merit employee. Functional management of a merit employee may take place by an other-than-merit employee. (example – Central Missouri State University One-Stop Career Center)

11. How will welfare-to-work affect the public labor exchange?

It will require the Public Labor Exchange to continue to provide intensive type services to customers with multiple barriers to employment. Provision of creative and innovative approaches to this customer base, ie mentoring and job shadowing.

12. What does the statement employers and workers will be served equally - mean with regard to resources, status, difference in labor market information, training, and the Public Labor Exchange?

Resources will be used to ensure that job seeker and employer customers will receive the best services as possible.

13. Should members of the Transition Team and One-Stop Executive Team as well as the Missouri Training and Employment Council have some common understanding of the state guidance / structure for local One-Stop Career Centers?

Yes. The One-Stop Career Center effort is based on coordination and cooperation among all partners.

14. Should there be some models proposed at the state level for local One-Stop Career Center office design?

The state level continues to make available examples of full service One-Stop Career Center office designs, including locally developed designs. This should not dictate how a One-Stop Career Center office must be designed, but rather, it would provide the locals suggestions for design. This allows the locals to utilize the experiences of areas that have gone through the design phase of One-Stop Career Centers and learn from those experiences. No one design will work for every local area, but examples of designs currently working in the state would be a place for people to start when designing their own local One-Stop Career Center.

15. Would it be possible for the Labor Market Areas to hire a state level person to mediate the local One-Stop Career Center implementation?

No, technical assistance teams should be identified to respond to local community needs.

16. Should the name of the One-Stop Career Center, Missouri Workforce Initiative Networking System (Missouri WINS) be continued?

The One-Stop Career Center Taskforce recommends retaining the Missouri WINS logo and suggests no future use of the terminology behind the acronym. It is important that a commitment is made that current sites become Missouri Workforce Development Centers.

17. Where will the offices be located?

The Workforce Investment Boards should assess and determine location of the One-Stop Career Centers to best provide services for the customers and will have the final discretion for selecting office location.

18. What areas of waiver options could be pursued with the U.S. Department of Labor or any other One-Stop Career Center partners that could create more flexibility for our customers?

Due to the recent passage of Workforce Investment Act, the waiver opportunities should be pursued as necessary to promote customer service.

ONE-STOP CAREER CENTER TASKFORCE

FINAL RECOMMENDATIONS

SERVICE DELIVERY UNDER THE WORKFORCE INVESTMENT ACT

One-Stop Career Center System

With the passage of the Workforce Investment Act of 1998, a One-Stop Service Delivery System will be established.

Purpose

The One-Stop Service Delivery System is to provide a widely available resource system for anyone seeking partner agency workforce development services and resources. This includes any individual seeking a first, new, or better job and for employers seeking to hire new workers. The *goal* is to integrate the state and local delivery of education, training, and employment services.

Customers of the system are:

- job seekers;
- employers;
- anyone seeking labor market information; and
- anyone seeking access to partner agency service.

Current Status

There are established full service and satellite sites that provide workforce development services throughout Missouri.

The Workforce Investment Act will guide any One-Stop Career Center effort in this state. Mandatory Partners are:

- the Division of Workforce Development;
- the Department of Labor and Industrial Relations;
- the Department of Elementary and Secondary Education;
- the Department of Higher Education;
- Title V of the Older Workers Act;
- community action agencies; and
- Housing and Urban Development.

Locals are free to assess their unique needs and invite any / all appropriate partners to join in their One-Stop Career Center. These voluntary partners may include:

- the Division of Family Services;
- the Division of Child Support Enforcement; and
- other agencies / organizations.

One-Stop Career Center Customers-Job Seekers

Services / resources provided to job seekers:

Core services required by the Workforce Investment Act (universal eligibility for these services)

- eligibility determination;
- outreach, intake, and orientation;
- initial assessment of skills and need for support services;
- job search and placement;

- labor market information;
- performance and cost information on training providers;
- information on how a local area is performing;
- information on available supportive services;
- information on filing unemployment insurance claims;
- help in establishing eligibility for welfare-to-work and student aid; and
- follow-up services for at least 12 months (retention).

Intensive services required by the Workforce Investment Act (eligibility criteria must be met for these services)

- comprehensive assessments (diagnostic testing, in-depth interviews, and evaluation);
- individual employment plans;
- group counseling;
- individual counseling;
- case management; and
- short-term prevocational services.

Training services required by the Workforce Investment Act (eligibility criteria must be met for these services)

- occupational skills;
- on-the-job training;
- combined workplace / classroom training (cooperative education);
- private sector training;
- skill upgrading and retraining;
- entrepreneurial training;
- job readiness training;
- adult education and literacy; and
- customized training by employers.

Additional services recommended by the One-Stop Career Center Taskforce

- Job Bank (list of available jobs);
- job preparedness resources (resume writing and interviewing skills);
- career exploration / evaluation;
- Missouri Occupational Information Coordinating Council information;
- vouchering process service;
- skills-building activities;
- marketing;
- job search resources (ie fax, phone, and copier);
- assistance filing unemployment insurance claims;
- user-friendly orientation and intake system; and
- apprenticeship and training programs.

One-Stop Career Center Customers-Employers

One-Stop Career Center customers are defined as employers and job seekers. Customers accessing the system will be served based on the work first philosophy.

Services / resources provided to employers:

- point of contact with the state / local agencies;
- labor market information;
- job development activities;
- recruitment;
- interview rooms;
- economic development assistance;
- employee testing;
- support services available to an employer's workers;
- customized training;
- local area specialized training;
- job screenings;
- business resource center (ie Small Business Administration);
- host job fairs; and
- post-employment support (retention).

Best Practices

Integration

- customer service desk / Triage;
- simplify customer flow and access to services;
- integrate reception;
- integrate intake and eligibility determination;
- integrate orientation to services;
- streamlined product delivery;
- services easier to administer;
- seamless service delivery which includes integrated systems, local control, customer focused results, and holistic approach to families;
- a clear definition of roles;
- participation and cooperation among all investors;
- the dissemination of accurate information;
- appropriate information flow; and
- teamwork.

Accountability

- customer and service tracking;
- identify accountability functions and performance measures;
- coordinate national, state and local accountability roles;
- integrate and implement performance management systems;
- increased operational efficiency of state government;
- outcomes will be negotiated between the state and local partners and adjusted to meet the needs of the local population to be served;
- use performance measures to guide program improvement;
- use performance outcomes to determine eligibility for incentive funds;
- accountability for results at local and statewide levels;
- a skilled labor force that will increase both the productivity of employers and earnings potential of workers;
- increased responsiveness to job seekers and employers;

- more value for tax dollars;
- compensation for results;
- a positive attitude among employees;
- good internal communications;
- increased productivity of employees;
- increasing the number of people who get a job;
- increasing the number of people who get a job at a higher wage;
- increasing the number of people who move above the poverty line;
- increasing the number of people who remain employed for 12 months (tracked at 3, 6, 9, and 12 months);
- decreasing the percentage of Missourians obtaining public support at any time during the year; and
- increased percentage of Missourians with incomes above 100% of the poverty level.

Universality

- greater job seeker and employer choices;
- a simple user-friendly system;
- innovative services;
- delivering services with flexibility at local and statewide levels;
- access for all seeking services;
- eliminating barriers to employment;
- public support; and
- stimulation of local and statewide economies.

Customer Choice

Throughout the employment process the customer will be an active and collaborating partner in the development of their employment plan through informed choice. The customer will be given the opportunity to exercise informed choice through the selection of:

- assessment services;
- employment goals;
- settings in which services are provided;
- service providers; and
- employment settings.

Cost / Resource Sharing

- This is an important issue that will be decided by the Unified Budget and Cost Allocation Taskforce.

Capacity Building

- Cross Training / Cross Informing
 - continuous improvement; and
 - Infoshares for all mandated and voluntary partners.

Technical Assistance

- Unification and coordination of internal and external customer data, management, and customer management needs between mandatory and voluntary partners statewide.

Cultural Change

- Three components of cultural change that impacts internal and external customers are language, behaviors, and values.
- Utilize technology advancements available through distance learning, and video conferencing, and distribution of taped training sessions.

Staff Training / Education

- provide on-going job development;
- staff training and professional development;
- opportunity for advanced training and education;
- trained in all aspects of the one-stop and its partners;
- soft / people skills training as well as data information, and program and policy;
- direct the employee toward organizational goals and objective; and
- enhance the concept of a One-Stop Career Center team.

Marketing

There should be one name that all One-Stop Career Centers throughout the state - on buildings and publications. The One-Stop Career Center Taskforce suggests Workforce Development Center, possibly used in conjunction with the Missouri WINS logo.

- Marketing will be addressed at a departmental level to utilize existing marketing staff.
- Local partners will define a useful marketing strategy to reach their customers.

Fee for Service

- Encourage partners to look into practice.
- Leave decisions to local authority.
- All planning should be done in such a way to avoid unnecessary overlap of services provided in private sector.

EXAMPLES OF ONE-STOP CAREER CENTER BEST PRACTICES

- Local partners must be given the freedom to make decisions and implement them at the local level within the framework of the Workforce Investment Act.
- All services provided should be user-friendly to the customers they serve.
- Each partner agency in a One-Stop Career Center should share responsibility and cost. proportionally and work together to handle job responsibilities.
- Each One-Stop Career Center may need at least one full-time, trained employee to be the point of contact for all customers.
- Although the Department of Social Services is not mandated to be a partner, they would be encouraged to remain strong partners in the One-Stop Career Center System, in order to help fulfill the Workforce Investment Act purpose of a reduction in welfare dependency.
- Employer assistance and job development should be a collaborative effort between partner agencies to avoid duplicative employer contacts. This could mean assigning each employer an individual from the One-Stop Career Center to market the services offered.

- The State should continue to develop a single, universal document for common intake to be shared by all partner agencies.
- With the infoshare concept, local partners should design and present training programs.
- Each One-Stop Career Center should have a single 800 or local dial-up number for access to services and information.

ONE-STOP CAREER CENTERS FOR THE DELIVERY OF WORKFORCE DEVELOPMENT SERVICES

When the new Division of Workforce Development is created through the state agency consolidation, its most important asset will be its perception by the citizenry as a new, highly innovative and more effective method of providing the delivery of services to the customer. This new method has already been established through the provision of an initiative to designate One-Stop Career Centers as Workforce Development Centers.

The Missouri Workforce Initiative Networking System (WINS) accurately describes the initiative and the public information slogan used for implementing a networked system of workforce development centers. Both the select group of partner agencies involved and the U.S. Department of Labor have jointly funded this initiative through a One-Stop Career Center System Implementation Grant program. To describe the system currently in place, it is important to provide an overview of the implementation strategies used under this grant program.

IMPLEMENTATION STRATEGIES ARE ONGOING

The implementation strategies in Missouri to establish a One-Stop Career Center system were designed around several key principles. First, there must be a new approach to broaden the partnership of state agency staffs representing programs related to workforce development. This partnership must be promoted and assured at the point of local service delivery. In short, a new approach toward the shared governance of the systems involved is needed. Thus the principles of leadership, partnership, and devolution of decision making down to the local level could be used to accommodate a new approach to decision making and governance. While it is true that all of politics is local, this is only one facet of the value of a new governance structure. A strategy that provides for locally developed and locally driven decisions also permits local delivery staffs, as internal customers of state agencies, to develop a system to meet locally tailored needs. Allowing local leadership to determine their needs as opposed to the state agency leadership making these decisions for them.

Second, the new system should permit the site selection process to proceed based on the empowerment of local governance structures to design One-Stop Workforce Development Centers based on customer needs and local capacities to integrate staffs and program functions. With the completion of site selection by local decision, the partnership with state agencies included a third strategy for the provision of the technology infrastructure and assistance in learning its use. This included the provision of equipment, the training of local staffs, and a wide variety of supporting efforts to change the organizational culture and promote the public education of customers about these changes.

WORKFORCE DEVELOPMENT CENTER GOVERNANCE IS IN PLACE

The new governance structure included a parallel strategy to broaden both the state and local partnership of workforce development services previously provided by separate agencies of their own autonomy without regard to formal collaboration. This involved the formation of the One-Stop Executive Team at the state level and an Interagency Team at the local level.

The Executive Team is composed of directors at the division level of one-stop partner agencies, as well as representatives of the private sector, and members selected to represent a key variety of local agencies. The agency representatives on the Executive Team are shown below:

- **Division of Employment Security;**
Representative of local Job Service Employer Committees and the private sector
- **Division of Job Development and Training;**
Representative of local Private Industry Councils and the private sector
- **Division of Family Services;**
Representative of local office Supervisors
Representative of Welfare Reform Unit
- **Division of Vocational and Adult Education;**
Representative of local vocational schools
- **Division of Vocational Rehabilitation;**
Representative of local office staffs
- **Coordinating Board for Higher Education;**
Representative of local community colleges
- **Office of Administration, Facilities Management Section; and**
- **Missouri Occupational Information Coordinating Committee.**

The Executive Team provides state level leadership for implementation strategy, policy development, and implementation guidance as well as policy development and administrative oversight of the grant program.

At the local level, each local labor market area (of which the state is composed of 15 such areas) was required to establish a local Interagency Team. This local team is composed of representatives of the local administrative offices for programs funded by state level agencies, including private sector, and local economic development representatives. The local Interagency Teams are composed of individuals representing the following:

- **Employment Security Offices;**
the local office manager
- **Administrative Agencies for the Job Training Partnership Act;**
- **Division of Family Services;**
- **Division of Elementary and Secondary Education;**
either vocational and adult education or vocational rehabilitation (or both)
- **Institutions of Higher Education;**
- **Private Sector;**
- **Local Economic Development Organizations; and**
- **Local Community Action Agencies (in many areas).**

The Local Interagency Team provides local leadership for implementation strategy, policy development, implementation and guidance, as well as administrative and managerial oversight of the grant program. Most significantly, the role of the Interagency Team is the original site selection and establishment of service delivery offices or sites.

ONE-STOP WORKFORCE DEVELOPMENT CENTER SITES ARE ESTABLISHED

In the early phases of grant program implementation, the local Interagency Team was required to determine the physical location and on-site design of two types of workforce development center sites. One type, the full-service One-Stop sites, is designed to offer customer access and service by the full array of partner agency programs, including selected core services, intensive services, and a locally designed array of related workforce development services. A second type, one-stop satellite sites is also designated. Satellite sites are partial service specialty centers where partial access to workforce development services is available. However, the distinguishing feature of satellite sites is that they are linked electronically by computer access to the full-service One-Stop sites at other locations in the Labor Market Area.

Missouri already has an operational and networked system of such full-service and satellite one-stop sites. The full-service sites are predominantly composed of office locations previously serving as the local office of the Division of Employment Security. In some locations, these offices are located at the administrative office of the Job Training Partnership Act, or in brand new office facilities previously not used for either program separately. One-Stop satellite sites are located in a wide array of office settings because their selection was based on local access design. In some cases, satellite sites are located at the offices previously used either by the Division of Employment Security or the administrative agency for Job Training Partnership Act.

The precise community location and contact information for Missouri's one-stop full-service and satellite sites for each labor market area is shown in Attachment 1.

CORE SERVICES AND INTENSIVE SERVICES ARE BEING PROVIDED

The single overarching objective of One-Stop implementation has been reduced fragmentation of customer access to workforce development services. Until the passage of the Workforce Investment Act, the approach used to reduce this fragmentation has been one of encouragement and support rather than state mandated requirements. As a result, there currently are two different levels of core services being implemented at one-stop sites. One is a core services encouraged by the grant program implementation strategies. The other being a set of core services which now is required under the Workforce Investment Act.

The core services encouraged during grant program implementation have included a heavy emphasis on access to information. This emphasis is exemplified by the U.S. Department of Labor's definition of a full-service site:

"A location where the required partner agencies provide a standard and universal set of core services and information, at a minimum, information on: careers, labor markets, jobs, availability of education and training programs, testing and assessment, job openings, hiring requirements, referrals (because there may never be "one-stop involved in a quality job search experience or process), assistance with job search skills and filing Unemployment Insurance claims, services to migrant and seasonal farm workers and initial program eligibility determination."

Each full-service site has been required to establish a resource room, or area that provides this customer access to a universal population (all customers). Although the key access element for each resource room has been that of access to the Internet as a part of the job search experience, resource rooms also include a wide array of additional customer access features.

A menu of core services required by the implementation grant follows:

Universal access to U.S. Department of Labor funded programs:

- employment service programs;
- Job Service Labor Exchange;
- unemployment insurance programs;
- veterans employment service programs;
- dislocated worker programs (Job Training Partnership Act);
- Adult Job Training; and
- Senior Community Service Employment program.

Additional U.S. Department of Labor funded programs (encouraged but not required):

- homelessness training;
- native american programs;
- school-to-work opportunity programs;
- Job Corps;
- apprenticeship and training programs;
- migrant and seasonal farmworker programs; and
- alien worker certification.

Additional related programs (encouraged but not required):

- the FUTURES program;
- food stamp employment and training program;
- adult education act programs;
- vocational rehabilitation act programs;
- Carl D. Perkins Vocational and Applied Technology Act;
- Student Financial Assistance under the Higher Education Act; and
- state and local nonfederal programs.

In addition, the establishment of full-service One-Stop sites has involved the encouragement and training of staff capacity to provide a customer friendly and customer focused atmosphere that includes accommodating customer choice, integrated service delivery and accountability in service provision and performance. All full-service sites already provide general intensive services such as individual career counseling, specialized testing, assessment, and customized intensive services.

AN OPERATIONAL AND LEADING EDGE NETWORK HAS BEEN CONSTRUCTED

A goal of Missouri's One-Stop Career Center System was to establish it as the "universally recognized source for information and system access whenever labor market, career information and workforce development access was needed by anyone."¹ To that end all of Missouri's One-Stop Centers, whether primary or satellite locations, have been linked through an Internet based network called **Missouri WORKS!**. This system is multi-functional in nature and is utilized not only by the One-Stop Career Center System as it is the Internet presence for the Missouri Department of Labor and Industrial Relations as well as the Divisions of the Department. It also hosts the Missouri WINS and The Missouri Occupational Information Coordinating Committees homepages just to name two. The most significant role **Missouri WORKS!** provides in our One-Stop Career Center System is the ability to access over 5,000

¹ Missouri One-Stop Career Center System Grant Application, 5-15-95

Missouri job openings, over 120,000 Missouri job seekers and a wealth of state specific labor market information at the touch of a few keystroke. Additionally, with the added features of a secure Intranet, all One-Stop Career Center staff has the ability to access key information about the people that they are serving.

Missouri WORKS! also provides the gateway to a set of national tools, entitled America's Career Kit. This four-legged system consists of America's Job Bank, America's Talent Bank, America's Career InfoNet, and America's Learning Exchange. This access broadens Missouri's One-Stop Career Center System to give it a broader, national perspective. America's Job Bank allows job seekers the ability to search nationally for job openings and employers to find qualified job seekers around the country. America's Talent Bank affords the job seeker a place to post his / her resume in one or multiple states thus increasing their exposure and job opportunities. America's Career InfoNet is a comprehensive source of occupational and economic information to help you make informed career decisions.² This innovative tool allows customers to gather critical information as it relates to career exploration and occupational qualifications so as to allow the customer the ability to make well-informed career decisions on their own. America's Learning Exchange, the newest component, permits nationwide access to training and educational opportunities, education provider products and serves, and listing of providers. America's Learning Exchange is a nationwide marketplace bringing the learner and provider together.

"For the potential of the One-Stop Career Center idea to be truly realized, job seekers must have access to a comprehensive set of services and programs...."³ This sentiment clearly expresses the direction of Missouri's One-Stop Career Center system that puts the information and services in the hands of the customer quickly and efficiently. The web-based delivery system also provides for the technical skills support needed to sustain such a system. Its information technology expertise has made Missouri a leader in this arena. In fact, some Missouri staff was instrumental in assisting the federal government to develop America's Talent Bank.

In summary, a unique form of labor exchange is possible using the Internet tools available at all One-Stop Career Centers. Missouri has developed the infrastructure necessary to create an environment similar to a virtual labor exchange which allows customers immediate access to wide array of career exploration and job search tools. Through continued development and implementation, Missouri's system will realize its fullest potential of reaching every customer seeking service at One-Stop Career Centers.

TRAINING OF STAFF CAPACITY HAS BEEN COMPLETED

It is important to emphasize that the integration process and influencing organizational cultural change for the purpose of encouraging the establishment of one-stop service delivery is a daunting task. Grant implementation strategies supporting the need for such outcomes as team building, collaborative decision making, identification of organizational skills and deficiencies in developing local action plans and strategies, and modeling success were followed.

The grant implementation plan originally called for the use of a training entity to become a broker of access to training planning and services. That entity was the Missouri Training Institute. The Missouri Training Institute is a division of the Executive Institute of the on campus professional development program of the University of Missouri.

² America's Career Kit Web Site, <http://www.ajb.dni.us>

³ The Public Employment Service in a One-Stop World. Policy Issues Monograph 98-02

The Missouri Training Institute served an integral role during implementation by leading the Missouri WINS Capacity Building Team, assisting in the development of local training plans, and follow-through contact in the coordination and brokering of access to training needed by state and local agency staffs. Training was provided at the local level on a wide variety of such topical areas as team building and management, leadership, continuous improvement processes, public education, and of course the One-Stop Career Center Service Delivery model.

A PUBLIC INFORMATION AND EDUCATION PLAN IS BEING IMPLEMENTED

Although references are made throughout this report to a system of One-Stop Workforce Development Centers, a major public information and education plan was initiated during the grant implementation process. It is important, therefore, to distinguish among the terminology used in this report.

The One-Stop Career Center Implementation Grant program is the name given to the federal initiative used to provide seed money grants to states for the initial implementation of a national one-stop system. Throughout Missouri's particular implementation plan, the grant program was given the name of the Workforce Initiative Networking System (WINS). The initiative functions to further develop, enhance, integrate, and unify an array of publicly funded programs that have previously existed as a workforce development system. Although this system previously existed in a fragmented environment of separate programs and agency office locations, customers are gaining access to this newly transforming one-stop environment. Missouri, following the suit of many other states, has dropped the career center terminology for practical purposes and in deference to the name workforce development centers.

Adding to the complexity of this integration process, there is yet another array of terminology surrounding the key feature of Internet access. This involves the conditions of the grant program being named Missouri WINS, which is an initiative supported by **Missouri WORKS!** as the principal Internet tool. However, each site also has access to America's Career Kit and its various components.

Although this environment presents a particularly difficult one for the promotion of public education and name recognition, Missouri WINS has engaged the work of staff representing the Marketing Team. Composed of a diversity of partner agency staffs, the Marketing Team has developed an array of public education products, provided technical assistance in providing public education about the initiative, and assisted in the distribution of public education and information products. Attachment 2 provides the marketing / public education plan.

INCREASED ACCOUNTABILITY FOR PROGRAM PERFORMANCE AND SERVICE EXISTS

The transition the system has made statewide has included a significantly heightened interest in program performance and established an unprecedented procedure to measure system outcomes. As a part of the grant implementation plan, a Customer Focus Team was established and research about system data analysis was completed.

The Governor's Outcome Measures research project included a contract with the University of Missouri, Department of Economics, that successfully developed a method for system outcome measurement. Prior to One-Stop Career Center implementation, each separate agency measured program performance and outcomes separately. This condition has historically meant that separate definitions for such outcomes as job placements, placement wage rates,

and job retention existed for each agency, preventing rational analysis when outcome data is viewed in the aggregate as total outcomes. The University research developed a procedure using statistical analysis computer software to aggregate the data depicting common measures. Four basic measures were determined to be reasonable outcomes common to all programs viewed as a whole. These measures were tabulated for each customer coming into contact with the partner agencies defined to be a part of the system. The common outcomes included: the number of individuals who obtained a job; the number of individuals who obtained a job at a higher wage; the number of individuals who moved from unemployed to employment; and the number of individuals who moved from below to above poverty level income as a result of coming into contact with the system. Over the next year, time will allow the measurement of a fifth outcome of the number of individuals who retained a job over selected time periods.

The resulting data analysis capabilities from this effort are unprecedented among other states. Missouri is a leader in this endeavor and is the only state pursuing this particular outcome measurement approach. Moreover, during the first annual period used to benchmark performance, the state has shown many aspects of successful outcomes for all programs and two out of four outcome measures have shown positive growth over the last year from the baseline data sets used to analyze them.

In addition, the Missouri WINS Customer Focus Team developed a standardized survey for completion by job seekers to establish benchmarks measuring their satisfaction with One-Stop Career Center services. Attachment 3 provides a detailed explanation of the survey form, the survey process and specific survey results. Overall, One-Stop Career Center customers were very pleased with the customer focused atmosphere and attention given them by staff. The survey indicated up to 98% of customers satisfied with the sincere interest shown in their needs. Customers also reported that there were enough staff available to answer their questions and they were able to obtain all information and services they needed without having to ask more than one person. Up to 98% were satisfied with the availability of staff and up to 96% were able to obtain useful information from just one person. All of these satisfaction measures exceeded the goals established before the survey process was implemented. This success also reflects a significant impact of establishing a One-Stop Career Center service delivery approach.

THE ORGANIZATIONAL CULTURE HAS CHANGED AND IT IS LEARNING ONGOING CHANGE

In summary, the implementation process and several successful strategies have already created a One-Stop Workforce Development System. However, there is a need to nurture and sustain this system in the future. Many intangible examples of increased collaboration and culture change has also been demonstrated. The simple existence of a state level executive team and local interagency teams have created circumstances where unprecedented agency interaction, discussion and planning, and collaboration have been completed.

ONGOING CHANGE IS ON THE HORIZON

While the citizens as well as state and local officials may be proud of the implementation accomplishments achieved thus far, there is much work left to be done. The success of the One-Stop Career Center Implementation grant program was originally premised upon a grant award that was made in 1995 to be based upon legislation that did not pass until July 1998. The finally passed law, the Workforce Investment Act, legislates a potential environment where some conditions of the current Missouri WINS system may change. The operational One-Stop Career Center System must move from implied collaboration through encouragement and leadership to one of required parameters in order for workforce development partner agencies to continue to receive operating appropriations.

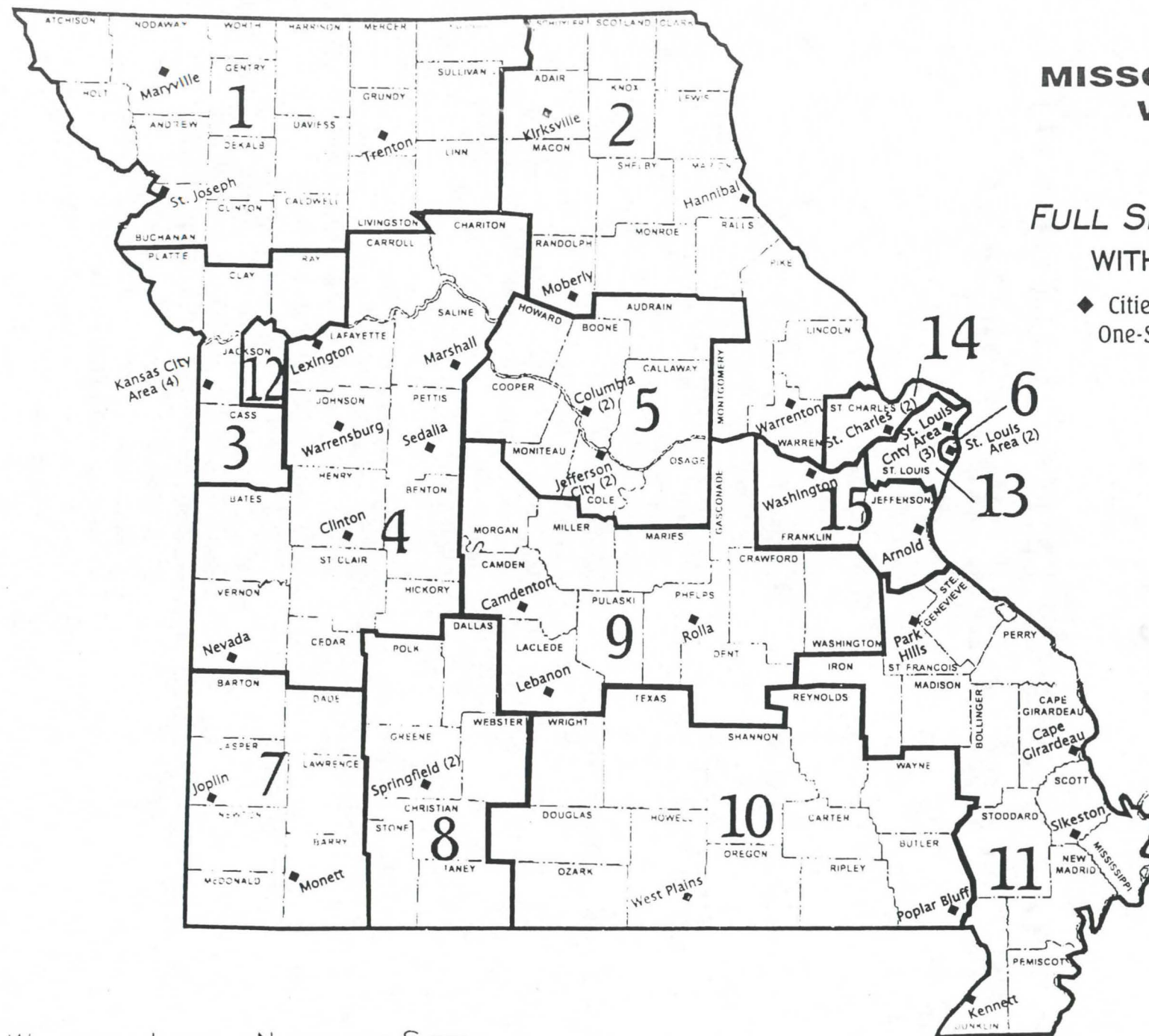
The new law requires a potentially different array of One-Stop Career Center partners, thus state and local governance may change. While the grant program required the collaboration and site delivery of five major programs and core services emphasizing customer access to information, the new law requires at least twelve mandatory programs with their associated services and permits other voluntary One-Stop Career Center partners.

The grant program required local interagency teams to be established and allowed their designation of One-Stop Career Center site locations. The new law, however, requires the establishment of a local Workforce Investment Board and authorizes that board with site designation authority and discretion under selected criteria to establish site locations.

The grant program emphasized customer access to information and core services under partner agency programs. The new law serves to further integrate service delivery by requiring specific core services to be delivered in collaboration of the agencies present at the site. Moreover, these services are clearly delineated as requirements for core services that must be universally accessible, intensive services for those customers determined eligible for agency programs at the site, and training services distinct from those core or intensive.

Accountability is also significantly strengthened under the new law. Outcome measures will be of two types: those permitted by the existing Governor's outcome measures and additional measures required by the new law.

In summary, the new Division of Workforce Development is deemed critical to the effective implementation of the new law and the continued funding of these important services to Missouri citizens. There is a need for ongoing integrated changes resulting from the proposed consolidation to support the existing One-Stop Career Center system as it transitions to the requirements of the new law. There is a need for more focused and ongoing training and technical assistance, more innovation in program and policy development, ever more public education and training and the basic state agency support of administrative management, fiscal support, monitoring, oversight, and accountability reporting.



**MISSOURI
WINS**



FULL SERVICE SITES WITHIN LMAS

◆ Cities for Full Service
One-Stop Career Center

Attachment 1: Missouri WINS Full-Service and Satellite Sites

MARKETING STRATEGIES



(ONE-STOP IMPLEMENTATION GRANT) WORKFORCE DEVELOPMENT CENTERS

TARGET MARKET:

Individuals and employers who reside in, or are considering relocating to, the State of Missouri.

OBJECTIVE:

To inform the public about the new way services are to be delivered.

METHODOLOGY:

Launch the campaign with a statewide announcement about the one-stop concept. Use public service announcements, open house events speeches at local civic organizations, and press releases.

FRAME WORK:

A consistent marketing strategy is important. Workforce Development One-Stop Career Centers should have the same name, slogan, and a consistent design for informational materials. Within these guidelines, each Center can modify the marketing materials to include the unique services that they have to offer. There are two reasons for this. The first reason is obviously the cost. It would be very costly to develop fourteen different sets of marketing materials. The second reason is name recognition. We live in a mobile society where businesses expand to other areas of the State and individuals relocate.

PRE-MARKETING CAMPAIGN STRATEGIES

Development of audio and video public service announcements (PSA's). These should be designed to be easily localized.

Development of a series of press releases that can be modified for the local areas.

Scheduling of a Legislative breakfast or luncheon to educate Missouri Legislators on the One-Stop concept.

Inform the Labor Market Areas (LMA's) of the importance of holding an open house or other event to educate their local Legislator.

The Local Marketing Representatives need to be informed on the direction the campaign is headed and updated on the progress of the State Marketing Team. It is also important to encourage the Local Marketing Representatives to give input, comments, and suggestions to continually improve the marketing effort.

START OF MARKETING CAMPAIGN

STEP ONE

A news release from the Governors Office should launch the campaign. This announcement should set the framework that outlines the States commitment to improved services and the ease of delivery.

STEP TWO

Flood the market with public service announcements. Place news releases in as many of the local and business newspapers as possible.

STEP THREE

Labor Market Areas hold open houses or have Interagency Team meetings with local Legislators invited to showcase their One-Stop Centers.

STEP FOUR

The Local Marketing Representatives are to give presentations to all local community service groups. The State Marketing Team will provide a presentation that is easily modified for each LMA or One-Stop Center.

STEP FIVE

The Local Marketing Representatives in cooperation with their partner agencies are to continue to contact organizations and employers in their areas to deliver the marketing message.

CONTINUING MARKETING STRATEGIES

STEP ONE

Continue placing classified ads in the newspapers. Incorporate new job listings.

STEP TWO

Continue running PSA's on the local media. Send press releases to the local and business newspapers regarding the ongoing activities at the One-Stop Career Centers.

STEP THREE

Set-up informational booths at conferences, business shows, job fairs, ect...

STEP FOUR

Schedule annual visits to all the local civic organizations to update and inform them on any changes that have occurred during the past year.

STEP FIVE

Organize a yearly roundtable meeting with Local Marketing Representatives to exchange ideas and development ongoing marketing strategies.

I. Introduction

In August of 1995, Missouri was one of just a handful of states that was designated as the recipient of a federal grant for the development of a consolidated one-stop workforce development system. This was to involve the consolidation of all employment services, which are delivered by five primary state departments: Economic Development, Labor and Industrial Relations, Elementary and Secondary Education, Social Services, and Higher Education. The development of this concept was to include electronic linkages of the individual department offices that provide these services, and where feasible, co-location.

Shortly thereafter, an interdepartmental marketing team was assembled to devise and implement a marketing strategy that was appropriate for such a system. This included the selection of a central theme and logo; tactics for taking advantage of free media opportunities; marketing and achieving awareness among customers of the system (employers, job seekers, etc.); and communicating developments and activities to internal customers (partner agencies, field personnel in each labor market area, and members of the General Assembly). An initial strategy was developed, based on the introduction of a new system and a need to communicate a "new way of doing business" in terms of the delivery of employment services by state government. This is a review of that activity and recommendations for a future statewide marketing strategy.

II. Initial Activity, Strategy and Tactics

Initially, the Marketing Committee took on the task of developing a marketing theme and logo, as well as creating name recognition through free media activities (open house events, coordination of a governor's visit to the first functional one stop site); production of informational material (brochures, flyers, newsletter, etc.); and aiding local LMAs by providing guidance for local presentations and support for local marketing efforts. This was done with the help of Wayne Shaw, a paid consultant who devised the initial plan for establishing name recognition for the adopted Missouri WINS logo and slogan.

This initial strategy was devised with the intent of establishing a wide range of name recognition among the perceived customers, as well as general acceptance among partner agencies and internal audiences, including members of the General Assembly. The assumption was that this early activity would lay the groundwork in terms of name recognition, and when the full-service and satellite sites were fully operational, marketing efforts could then take a tighter focus in terms of niche marketing. To date, this is a summary of the activities executed by the Marketing Committee:

- Coordinated Governor Carnahan's open house/media visit to St. Charles;
- Selected Missouri WINS logo and slogan;
- Developed baseline stationery, etc., for Missouri WINS;
- Developed/produced baseline brochure for Missouri WINS;
- Purchased trade show booths, for use by LMAs;
- Hosted breakfast for General Assembly;
- Developed Internet homepage for Missouri WINS, with partner information;
- Developed/produced premium giveaways for Missouri WINS;
- Developed/produced decals for Missouri WINS full service and satellite sites;
- Developed/produced newsletter for Missouri WINS partners and General Assembly;
- Sent e-mail message to General Assembly members for special session;
- Produced public service announcements with Missouri WINS message.

Unfortunately, many of the sites have not come on line as quickly as hoped. Whereas there are several Missouri WINS locations that are functioning well, some are not ready for a full-blown, targeted niche marketing campaign. Therefore, it seems that it would be a prudent move, at this point, to pursue a stepped up, aggressive marketing campaign aimed solely at creating increased name recognition and "top of mind awareness" regarding the Missouri WINS name and logo and establish the concept as a "one stop

shop for workforce development services." At the same time, we must establish confidence among our partner agencies, LMA personnel, and the General Assembly regarding our marketing and development efforts.

III. Plan, Strategy, and Tactics

Previous marketing efforts have established a solid groundwork for future strategy and tactics. For the next six months, marketing efforts should be focused toward the establishment of brand name recognition among three key audiences: media, general customer base, and internal. Once specific programs are in place, focus can shift to key geographic regions, key vocations, or key demographics where such efforts are needed and can be justified.

1. The Media

Considering the strong impact both economic development and welfare reform issues have with the press, that should be our chief strategy in selling the Missouri WINS concept to the press: reforming the current welfare system by providing the basis of self-sufficiency through education and worker training, and ultimately, new economic opportunities. This certainly is not our core message, but it should set the stage for establishing credibility and name recognition with the press. Remember: there is no such thing as bad press as long as they spell your name right.

In order to assure maximum coverage, we have to make the reporters' job as easy as possible while offering them a story they have not heard before -- with the potential of a solid local angle. Initially, tactics will include the production and distribution of a baseline press kit that will include a logo package, press releases, clips, a success story from each LMA, brochures and other collateral material, and a list of contacts -- both state and local. We can use public service announcements, audio, video, and print, as educational materials for the media, and also provide solid press opportunities through special events, most specifically, open house events and the opening of new Missouri WINS locations.

2. Customers (employers and job seekers)

The strategy here is strictly a top of mind message: equate Missouri WINS and the logo with employment services. This can be accomplished, partially, through the benefit we will receive with the media strategy. Other tactics aimed at customers include posters distributed to partner agencies and given away at trade shows, with a catchy message that compliments the public service announcement campaign; premiums as giveaways at partner sites and trade shows (pens, pencils, etc.); a marketing video that can be used at trade show booths, partner agency lobbies, or for presentations to civic organizations; a top-line marketing brochure; posting of information on the Internet; window decals to identify partner agencies; and statewide Yellow Page advertisements, with Missouri WINS logo.

The key tactic here is repetition, repetition, repetition: drill the message home that Missouri WINS means comprehensive workforce development services.

3. Internal (partner agencies, LMAs, General Assembly)

In order to establish and maintain confidence among our partners in this effort, we must keep our partners apprised of new developments and the progress we are making in the one stop arena. In addition to the customer and media strategies, we can build relationships with our internal audience by maintaining a frequent schedule for the Missouri WINS newsletter, with distribution to all partners and the General Assembly; publicize the fact that we have trade show booths available for their use, thus getting them involved with the "hands on" process; host frequent networking events, such as infoshare meetings and an event for General Assembly members; an occasional e-mail update to General Assembly members; and frequent posting of partner information on the Internet.

IV. Timelines and Costs

Here is a summary of tactics outlined above for the next six months, and associated costs and timelines:

1. Media Tactics

Baseline press kit; including 10,000 lacquered folders (est. cost \$6,500):

Targeted completion 01/98

Statewide audio and video (est. cost \$7,500):

Targeted completion/distribution 01/98

PSAs (print) (est. cost \$500):

Targeted completion/distribution 01/98

Support for special press events:

As needed

2. Customer Tactics

Posters (package of three) (est. cost \$6,000):

Targeted completion/distribution 01/98

Premiums (est. cost \$2,400):

Currently in use

Marketing video (est. cost \$12,000):

Targeted completion/distribution 01/98

Top line multi-panel lacquered brochure (est. cost \$4,000)

Other collateral material:

Internet updates:

As needed

Statewide Yellow Page ads

Missouri WINS window decals for distribution to all satellite and full-service sites

(est. cost. \$1,500):

Targeted completion/distribution 12/97

3. Internal Audience Tactics:

Newsletter (est. cost \$800)

Published quarterly

Networking events/infoshares (est cost \$10,000):

Quarterly

General Assembly event (est. cost \$500):

Target date of January

E-mail messages to General Assembly:

As needed

Trade show booth marketing:

Currently in use statewide

Update of Internet partner information:

As needed

Follow-up contact with LMA marketing persons:

Quarterly and as needed

V. Summary

Marketing efforts, to date, have been appropriate considering that they have been based on an emerging system -- i.e., these efforts have been, primarily, baseline tactics waiting on the opportunity to capitalize on needs in niche markets, be they geographic, a specific vocation, and aimed at a particular demographic. Although these are viable strategies for the near future, we must maintain our focus on establishing strong name recognition and credibility. This would be an ideal time for such activities, considering that we have the opportunity to establish a high degree of name recognition before we target any specific service, region, or customer.



Mel Carnahan
Governor

RECEIVED
Joseph L. Driskill
Director

October 5, 1998

OCT 20 1998

DIVISION OF JOB DEVELOPMENT & TRAINING

Memorandum for Missouri Training and Employment Council (MTEC) Strategic Planning Committee

From:  Mary Forck, Customer Focus Team Leader

Subject: MTEC Strategic Plan – Strategy #4: Establish the One Stop System as the primary entry point to the State's workforce development programs and provider of on-going integrated services

Job Seeker and Employer Customer Satisfaction Surveys

The two primary customer groups using services through the One-Stop System are the job-seeker customer and employer customer. The Customer Focus Team has developed and implemented a job seeker customer satisfaction survey and has developed an employer customer satisfaction survey (see attached).

The job seeker survey was developed from job seeker customer focus group information and survey results in pilot areas of the state. Focus groups included customers of the five state partner agencies:

- ☐ Department of Economic Development -Division of Job Development and Training's Job Training Partnership Act Programs
- ☐ Department of Elementary and Secondary Education's Vocational Rehabilitation local offices
- ☐ local educational agencies (Department of Higher Education and Department of Elementary and Secondary Education)
- ☐ Department of Labor and Industrial Relations-Division of Employment Security's Job Service offices
- ☐ Department of Social Services-Division of Family Services' county offices.

The pilot survey included a larger number of items developed from the focus group information and asked customers to rank the importance of each item. The seven questions on the job seeker customer satisfaction survey are the items that the customers ranked as most important.



One Stop Full Service Sites are asked to distribute the survey to all job seekers who walk through the door during 5 one-week periods/year. During this first year, surveys have been, or will be distributed, during the following weeks:

April 19 – April 25, 1998
July 12 – July 18, 1998
October 18 – October 24, 1998
January 17 – January 23, 1999
March 7 – March 13, 1999.

The One-Stop Customer Focus Team set customer satisfaction standards for each question using the state average on each question as a guide. These standards are pending approval by the One-Stop Executive Team. Proposed standards are:

Question Number	Question	Proposed Standard
1.	There are job openings available that meet my skills and qualifications.	80%
2.	There are job openings available that meet my interests.	85%
3.	Staff show a sincere interest in me as a person.	95%
4.	There are enough staff available to answer my questions.	95%
5.	I was able to accomplish something on my first visit to Missouri WINS.	90%
6.	My entire visit(s) to Missouri WINS was productive.	90%
7.	I am able to get all information and services I need without having to ask more than 1 person.	95%

An analysis of the results by demographic characteristics is shown on the attached charts for spring 1998 (April 19 – April 25) and preliminary results for summer 1998 (July 12 – July 18). Results are similar for both time periods. A preliminary analysis of the spring and summer surveys shows the following findings:

Demographically

- Using employment status to differentiate, unemployed persons represent the largest group of job seekers (76 – 80%).
- Using educational level to differentiate, High School Graduates and GED recipients represent the largest group of job seekers (38 – 36%). The second largest group is persons with some college or technical school (28% -- 33%).
- Using age to differentiate, persons aged 18 – 35 represent the largest group of job seekers (53 – 50%). The second largest group is persons aged 36 – 49 (36 – 32%).

Highest Dissatisfiers

- Question #1 "There are job openings available that meet my skills and qualifications." -- 19% and 25% of respondents answered no.
- Question #2 "There are job openings available that meet my interests." -- 15% and 22% of respondents answered no.
- Question #5 "I was able to accomplish something on my first visit to Missouri WINS." -- 10% and 15% of respondents answered no.
- Question #6 "My entire visit(s) to Missouri WINS was productive." -- 8% and 12% of respondents answered no.

Highest Satisfiers

- Question #3 "Staff show a sincere interest in me as a person." -- 98% and 96% of respondents answered yes.
- Question #4 "There are enough staff available to answer my questions." -- 98% and 94% of respondents answered yes.
- Question #7 "I am able to get all information and services I need without having to ask more than 1 person." -- 96% and 93% of respondents answered yes.

An employer satisfaction survey (see attached) is being developed using the same methodology. Currently, team members are working with the Department of Labor and Industrial Relations to develop a statistically valid sample representative of geographic location, size, and type of industry. Team members are also working with the Department of Elementary and Secondary Education to convert the surveys to a scanable form and to determine if the data analysis can be completed internally.

Please contact me at 573/526-8202 or any team member if you have questions or need more information.

cc: One-Stop Customer Focus Team Members
Clinton Flowers
J. Michael Pulliam
Julie Gibson

MISSOURI WINS CUSTOMER SURVEY - SDA 8 - Springfield

Please complete this survey by placing a ✓ in the appropriate box.

Yes No

- 1) There are job openings available that meet my skills and qualifications.

☐ ☐

If you marked no, list the type of job openings that meet your skills and qualifications.

- 2) There are job openings available that meet my interests.

☐ ☐

If you marked no, list the type of job leads that meet your interests.

- 3) Staff show a sincere interest in me as a person.

☐ ☐

If you marked no, list what staff should do to show a sincere interest in you.

- 4) There are enough staff available to answer my questions.

☐ ☐

If you marked no, how long did you wait for staff to answer your questions?

- 5) I was able to accomplish something on my first visit to Missouri WINS.

☐ ☐

If you marked no, what did you want to accomplish on your first visit?

- 6) My entire visit(s) to Missouri WINS was productive.

☐ ☐

If you marked no, what part of your visit(s) was not productive?

- 7) I am able to get all information and services I need without having to ask more than 1 person.

☐ ☐

If you marked no, how many people did you talk to before getting the information you wanted?

If you marked no, what information or service were you seeking?

Employment Status

- ☐ Unemployed
☐ Employed Full-Time
☐ Employed Part-Time
☐ Never Worked

Educational Status

- ☐ Did not finish high school
☐ High School Student
☐ High School Graduate/GED
☐ Some College or Technical School
☐ College Graduate
☐ Special Education

Age

- ☐ 16 - 17
☐ 18 - 35
☐ 36 - 49
☐ 50+

Optional:

Name: _____

Address: _____

Phone: _____

**MISSOURI
WINS**



**WORKFORCE INITIATIVE
NETWORKING SYSTEM**

Please list name(s) of staff who were exceptionally helpful to you: _____

Missouri WINS Participating Agencies

Private Industry Councils (PIC)
Work Connections

Department of Economic Development

High Schools
Vocational-Technical Schools (AVTS)
Vocational Rehabilitation (VR)

Department of Elementary and Secondary Education

Community Colleges
Colleges and Universities

Department of Higher Education

Job Service

Department of Labor and Industrial Relations

Family Services
Services for the Blind

Department of Social Services

MISSOURI WINS (ONE-STOP) SYSTEM EMPLOYER SATISFACTION SURVEY

Please complete the following questions by checking either the "Yes" block or the "No" block for each question.

	Yes	No
I have used services from the One-Stop System	<input type="checkbox"/>	<input type="checkbox"/>
I plan to use services from the One-Stop System	<input type="checkbox"/>	<input type="checkbox"/>
I don't know anything about the One-Stop System	<input type="checkbox"/>	<input type="checkbox"/>

	Very Important	Important	Somewhat Important	Not Important
<i>How important is it to you that One-Stop Centers provide:</i>				
1. A clearinghouse for information on economic development programs, job training programs, and other programs for employers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. A single point of contact to coordinate all programs/ assistance the employer is receiving through the One-Stop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Applications for programs/services available on internet or other electronic means	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. A common screening application for job training programs, e.g., On-the-Job-Training (OJT), Customized Training, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Assessment of common training needs of area employers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Facilities for employers to use to interview job applicants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Listings of job seekers available on internet or other electronic means ☐ ☐ ☐ ☐

8. Qualified job applicants ☐ ☐ ☐ ☐

If you marked item #8, Very Important or Important, please complete item 9.

9. How important is it that job applicants have:

Ability to work in a team environment ☐ ☐ ☐ ☐

Adaptability to change ☐ ☐ ☐ ☐

A good work ethic ☐ ☐ ☐ ☐

Communication skills ☐ ☐ ☐ ☐

Basic math skills ☐ ☐ ☐ ☐

Basic reading skills ☐ ☐ ☐ ☐

Technical skills ☐ ☐ ☐ ☐

Good work attendance ☐ ☐ ☐ ☐

GED/High school diploma ☐ ☐ ☐ ☐

Some college/college degree ☐ ☐ ☐ ☐

Other (please specify)

10. List the three most important services you want from the Missouri WINS (One-Stop) System:

GOVERNOR'S SHOW-ME RESULTS

*This portion of the Appendix was taken from
Governor Carnahan's Commission on Management
and Productivity Internet site and should be
viewed as reference material only.*

Governor's Show-Me Results

Prosperous Missourians

1. Increased number of new jobs created paying greater than \$10/hour.
2. Increased number of dollars of new investment in Missouri firms and farms.
3. Increased productivity of Missouri firms and farms.
4. Decreased percentage of Missourians obtaining public income support at any time during the year.
5. Increased percentage of Missourians with health insurance.
6. Increased percentage of families that spend less than 20% of their income on day care.
7. Increased percentage of Missourians with incomes above 100% of the poverty level.
8. Decreased number of communities with a high concentration of poverty.

Educated Missourians

9. Increased percentage of 18-year-olds with a high school diploma or GED.
10. Increased percentage of individuals age 25 and over completing 14 years of education.
11. Increased percentage of children entering school ready to learn and students who achieve targeted skill levels at various points before graduation.

Healthy Missourians

12. Increased percentage of pregnancies that result in healthy babies.
13. Decreased rate of infectious and chronic diseases.
14. Decreased rate of infant mortality.
15. Decreased pregnancy rate for females under age 18.
16. Increased percentage of Missourians living where air and drinking water meet government standards.

Safe Missourians

17. Decreased number of crimes against persons.
18. Decreased number of crimes against property.
19. Decreased incidence of family violence.
20. Decreased rate of alcohol- and drug-related deaths.

Responsible Government

21. Decreased ratio of state government operating expenditures to Missouri personal income.
22. Increased percentage of minority and female state employees in upper level salary ranges.
23. Increased percentage of state government purchases from minority- and female-owned businesses.

CUSTOMER BASED RESULTS AND ACCOUNTABILITY TASKFORCE

*This portion of the Appendix reflects the work
of the Customer Based Results and
Accountability Taskforce and should be viewed as
reference material for this document only.
Some of the recommendations have been incorporated
into New Directions in Workforce Development.*

CUSTOMER BASED RESULTS AND ACCOUNTABILITY TASKFORCE WORK PLAN

STRATEGIC ISSUES

Governor Carnahan has called for a comprehensive Workforce Development System. It will consolidate the current fragmented employment and training programs. This will improve customer focus and will lead to a system of accountable outcomes and consequences. The new Workforce Development System must have a clear relationship to the Missouri workplace.

DESIRED OUTCOMES

A successful customer based results and accountability plan will result in:

- local accountability for performance outcomes;
- a positive return on investment for workforce development outcomes;
- a simple, highly responsive customer focused system;
- low administrative overhead costs through the use of automation;
- an accurate reflection of federal performance requirements;
- a decreased ratio of state government operating expenditures to Missouri personal income;
- a model to provide benchmarks to measure success and failure of local operations; and
- continuous improvements of local office operations.

QUESTIONS TO BE ANSWERED BY THE TASKFORCE

1. How will the Public Labor Exchange be concerned with retention?

The possible utilization of the Public Labor Exchange in measurement of retention cannot be determined by the Customer Based Results and Accountability Taskforce at this time.

2. What are customer retention requirements that should be tracked?

After encounter with Workforce Development Center resources, applicants should be tracked via Unemployment Insurance wage records or a comparable means at 3 month, 6 month, 9 month, 12 month, and 24 month intervals to assess the applicants progression.

3. How do we create performance standards based on blending programs?

The standards were developed using outcome-based framework that incorporates or reflects end results of the different components of the Workforce Development System.

4. What are the "tracking needs" for local One-Stop Career Centers?

There are three basic types of tracking needs:

- 1) Local Management Measures that allow one-stops to maximize the effectiveness of their operations and continuously improve their services.*
- 2) The federal performance standards stipulated such as Job Training Partnership Act, Workforce Investment Act, and Wagner-Peyser, etc.*
- 3) The proposed system of measures established to gauge the effectiveness of the Workforce Development System. It is meant to be used in concert with the federal performance measures, to provide local service providers and one-stop operators the information needed to manage, as well as market their employment and training products. The measures are meant to allow for local control in capturing the data. The result should be a system that provides statewide data that allows operators to formulate*

baselines for continuous improvement, establish benchmarks for comparison, and conduct other analysis.

5. What are the case management needs of the partner agencies?

The case management tracking needs are being addressed by the Unified Automation Taskforce and the credentialling of one-stop counselors / assessors is being addressed by the Education – Workforce Development Taskforce. However, the Customer Based Results and Accountability Taskforce acknowledges that case management decisions are best made at the local level. Case management under Workforce Investment Act will be further defined when regulations are published in February.

6. What local office reporting will be required?

Needs to be determined at the local level based on customer service needs.

7. What are the tracking vs. case management needs of the partners?

See answer to question #5.

8. What state reporting requirements reflect customer focus and continuous improvement?

The Customer Based Results and Accountability Work Plan recommendations reflect employer and job seeker customer satisfaction. The customer outcomes should encourage continuous improvement.

9. What input should there be of local One-Stop management participation in planning and evaluation at the state level?

As evident in the operations and development of the work plan, the Customer Based Results and Accountability Taskforce feels that there should be significant and ongoing participation from One-Stop Career Center personnel as well as all Workforce Investment Act partners.

10. How do we blend performance incentives into the Governor's Show-Me Results and program performance?

There should be direction from the state council as to how the Customer Based Results and Accountability Work Plan will be blended with the Show-Me Results.

11. Will each of the five partners track their own silo of performance in addition to the Show-Me Results?

Yes.

12. What levels of assessment needs of partners should be considered?

This question is not within the scope of the Customer Based Results and Accountability Taskforce.

13. Should costs for services, return on investments, be considered? (By local offices, by individuals, etc.)

This is a local decision. With the use of ITA / Vouchers for training services under Workforce Investment Act, there will be an increased emphasis on these factors for the job seeker / customer.

14. How should we develop a cost model for core modules of services to employers and job seekers?

This is a local decision.

- 15. What basic training is needed to achieve integration requirements in local One-Stop Career Centers? (This also will apply to the employers in the new Division of Workforce Development.)**

This is a local management decision.

- 16. What automation efforts are needed?**

This is being considered by the Unified Automation Taskforce. The Customer Based Results and Accountability Taskforce recommends that automated customer satisfaction surveys be developed.

- 17. How can this automated system assist the partner agencies with performance standards? (Also questioned under the Unified Budget and Cost Allocation Taskforce Work Plan.)**

This is being addressed by the Unified Automation Taskforce.

- 18. What are the criteria for rewarding local operations?**

This is beyond the scope of the Customer Based Results and Accountability Taskforce. However, the Workforce Investment Act outlines a system of incentive funds for high performers.

- 19. What funding sources may be used to reward / sanction local area operations?**

See answer to #18.

- 20. What monitoring and / or technical assistance relationships will be established?**

These relationships will need to be developed by state and local management.

CUSTOMER BASED RESULTS AND ACCOUNTABILITY TASKFORCE

FINAL RECOMMENDATIONS

This document is a proposed system of criteria to gauge the effectiveness of the Workforce Development System. It is meant to be used in concert with performance measures mandated under Job Training Partnership Act / Workforce Investment Act and other federal programs, to provide local service providers and One-Stop Career Center operators the information needed to manage, as well as market their employment and training services. The measures are meant to allow for local control in capturing the data. The result should be a system that allows operators to formulate baselines for continuous improvement, establish benchmarks for comparison, and conduct other analysis.

Visibility and Market Share Effectiveness of the Workforce Development System

All services provided to clients and employers through the Workforce Development System should be publicized by all means possible including:

- government publications;
 - Job Service Employer Committee and Employer seminars;
 - Chamber of Commerce publications / seminars; and
 - Miscellaneous public and private sources including handouts and mailings.
-
- A public relations officer or committee should be established to maximize publicity regarding the Workforce Development System.

Measuring Customer Outcomes such as Employment, Skill Attainment, and Educational Achievement

- After an encounter with Workforce Development Center resources, applicants should be tracked via Unemployment Insurance wage records or a comparable means at 3 month, 6 month, 9 month, 12 month, and 24 month intervals to assess the applicants progression.
- Customer outcomes to be measured:
 - placement / obtained employment rate;
 - job retention;
 - higher earnings;
 - time to placement;
 - public assistance savings;
 - educational achievement; and
 - skill attainment.

Measuring Employer Customer Satisfaction

- Surveys may be used but should be simple and easily completed. They should be mailed on a regularly agreed upon basis to meet local and statewide needs. Electronic surveying via Internet access should also be available.
- New employers should be provided workforce development system information which could be of value to them as soon as they apply for an Unemployment Account number.

- Labor market information should be readily available to employers so as to assess their current needs as to labor and wages. A simple survey or suggestion section could be incorporated into this section.

Measuring Job Seeker Customer Satisfaction

- A simple written questionnaire or when applicable an electronic questionnaire should be provided to all customers to complete. This questionnaire should ask the customer in short simple terms what outcome they are trying to achieve.
- After analysis of these questionnaires the Workforce Development Center should compare their direction with those of the applicant needs.
- Surveys should be completed on premises, mailed out, or completed electronically on an agreed upon timely basis so as to ascertain Workforce Development Center satisfaction.
- Surveys should be simple and designed to be easily computerized so as to facilitate analysis and comparison.
- A committee should be assigned to review these surveys and make recommendations to maximize efficiency and improve customer satisfaction.

Equity of Access for Customer Subpopulations

- Local demographics, economic conditions, and subpopulations must be considered when setting up performance standards for each localized Workforce Development Center.
- Each Workforce Development Center should be provided at least quarterly with a report showing the number of clients served.
- Workforce Development Centers should be provided with employers in their local area.

Measurement of All Services Provided by Workforce Development Centers

- Each Workforce Development Center should be measured by number of customers served, customer satisfaction, and results.
- All customers entering the Workforce Development Center need to be counted and each service provided by individual silos must be tallied.
- All electronic activity whether on or off site needs to be tallied; ie: Missouri *Works!* job orders entered, job orders viewed, obtained employments via electronic means.
 - All information provided to clients known as soft skills should be tallied by each Workforce Development Center. ie: General Equivalency Diploma preparation, counseling, proficiency testing etc. This information will be fed back to the Workforce Development Center and provided individually to each silo.
 - Economic conditions in each Labor Market Area will be considered when setting performance standards for each Workforce Development Center and when comparing Workforce Development Center statistics.
 - Population demographics in each Labor Market Area will also be considered when setting performance standards comparing one Workforce Development Center to another.

UNIFIED AUTOMATION TASKFORCE

This portion of the Appendix reflects the work of the Unified Automation Taskforce and should be viewed as reference material for this document only. Some of the recommendations have been incorporated into New Directions in Workforce Development.

UNIFIED AUTOMATION TASKFORCE WORK PLAN

STRATEGIC ISSUES

Currently, each state agency involved in workforce development has a stand alone automation system with limited linkages to other systems. This is not conducive to common intake and effective client tracking which is crucial to integrating services. To improve customer service, eliminate unnecessary duplication, and reduce costs a common electronic system with shared data must be implemented.

DESIRED OUTCOMES

A successful unified automation system emphasizing system design will result in:

- accessibility and compatibility with hardware, software, Internet and Mainframe systems;
- a unified telephone system;
- accurate and verifiable data; and
- improved planning.

A successful unified automation system emphasizing customer service will result in:

- access to the public labor exchange;
- aAutomated assessments;
- a user friendly, easy to administer system;
- self-help capabilities;
- state parameters that allows for local enhancements; and
- a dynamic system.

A successful unified automation system emphasizing client tracking and case management will result in:

- protecting confidentiality;
- a simple tracking system for job seekers and employers;
- shared data;
- local level capacity; and
- continuity and recording historical data.

A successful unified automation system emphasizing quality and cost control will result in:

- accountability;
- identifying validated information;
- cost effective implementation;
- cost effective service delivery;
- an up-to-date fiscal tracking system;
- improved staff performance and recognition of success;
- compatibility with the federal reporting system; and
- reports.

QUESTIONS AND ANSWERS

1. Should current system networks be dismantled, separated, or shared to fit the consolidation?

Current networks should not be dismantled. Linkages are being developed that will connect departments and divisions and the One-Stop Career Centers to share data which will better

serve the customer with less duplication.

- 2. Hubs are currently set up in four locations across the state within the buildings owned by the Department of Labor and Industrial Relations. How will this consolidation affect this situation?**

The current Department of Labor and Industrial Relations' network should be separated in a manner that best serves both departments. A Technical Standing Committee should be established to oversee and recommend how the various partner networks are connected.

- 3. What are the legal implications of data information sharing between state agencies providing employment and training services?**

This will be forwarded to the Statutes and Legal Taskforce. Memorandums of Understanding that are currently in place should be reviewed.

- 4. A database of labor market information needs to be created to allow customers the ability to customize reports to best fit their needs.**

This would be the responsibility of the recommended Application Standing Committee.

- 5. One-Stop Career Center Systems need accessibility to information on childcare providers. Who will maintain this database?**

This is an application function and would be the responsibility of the Application Standing Committee.

UNIFIED AUTOMATION TASKFORCE FINAL RECOMMENDATIONS

OVERVIEW

The Workforce Development Transition Team created a number of taskforces, including the Unified Automation System Taskforce, to assist them in the design of a new Workforce Development System. The purpose of the Unified Automation System Taskforce is to advance the current One-Stop Career Centers initiative to consolidate client tracking; customer service; quality, and cost control functions of the various state agencies currently providing employment and training programs. The Unified Automation System Taskforce began meeting weekly on August 27, 1998. A draft charter for the Unified Automation System Taskforce included the following:

STRATEGIC ISSUES

Currently, each state agency involved in workforce development has a stand alone automation system with limited linkages to other systems. This is not conducive to common intake and effective client tracking which is crucial to integrating services. To improve customer service, eliminate unnecessary duplication, and reduce costs a common electronic system with shared data must be implemented.

DESIRED OUTCOMES

A successful unified automation system emphasizing system design will result in:

- accessibility and compatibility with hardware, software, Internet, and mainframe systems;
- a unified telephone system;
- accurate and verifiable data; and
- improved planning.

A successful unified automation system emphasizing *customer service* will result in:

- access to the public labor exchange;
- automated assessments;
- a user friendly, easy to administer system;
- self-help capabilities;
- State perimeters that allows for local enhancements; and
- a dynamic system.

A successful unified automation system emphasizing *client tracking and case management* will result in

- protecting confidentiality;
- a simple tracking system for job seekers and employers;
- shared data;
- local level capacity; and
- continuity and recording historical data.

A successful unified automation system emphasizing *quality and cost control* will result in:

- accountability;
- identifying validated information;
- cost effective implementation;
- cost effective service delivery;

- an up-to-date fiscal tracking system;
- improved staff performance and recognition of success;
- compatibility with the federal reporting system; and
- reports.

QUESTIONS / ISSUES TO BE ANSWERED BY THE UNIFIED AUTOMATION SYSTEM TASKFORCE

1. Should current system networks be dismantled, separated, or shared to fit the consolidation?
2. Hubs are currently set up in four locations across the state within the buildings owned by the Department of Labor and Industrial Relations. How will this consolidation affect this situation?
3. What are the legal implications of data information sharing between state agencies providing employment and training services?
4. A database of labor market information needs to be created to allow customers the ability to customize reports to best fit their needs.
5. One-Stop Career Center Systems need accessibility to information on childcare providers. Who will maintain this database?

UNIFIED AUTOMATION SYSTEM TASKFORCE RECOMMENDATIONS

There were a number of issues presented to the Unified Automation System Taskforce to be resolved. The recommendations for the issues presented to the Unified Automation System Taskforce are included in the attached Table of Recommendations. Below are the major issues discussed by the Unified Automation System Taskforce a common electronic system, the Department of Labor and Industrial Relations local and wide area networks, and a unified telephone system.

The Unified Automation System Taskforce is of the opinion that the recommendations presented in this document are consistent with the Missouri Training and Employment Council Strategic Plan.

COMMON ELECTRONIC SYSTEM

Presently, the bulk of the business conducted by the Division of Employment Security, Employment Service and the Division of Job Development and Training is supported by three information systems - the Job Training Information System, America's Workforce System and **Missouri WORKS!**. Job Training Information System supports the Division of Job Development and Training by capturing and maintaining the data required to support the Job Training Partnership Act and the Welfare-to-Work program. The Employment Service utilizes America's Workforce System to collect and maintain information concerning the Public Labor Exchange (Wagner-Peyser). **Missouri WORKS!** is an Internet based system that matches job seekers with employers and employment opportunities. These systems provide minimal duplication of functionality; however, the end clients may be served by several of these systems.

In addition, there are a number of other information systems maintained by other state agencies that serve a similar population of client. Those agencies have been identified as the Department of Economic Development, Department of Social Services, the Department of Labor and Industrial Relations, the Department of Elementary and Secondary Education, and the Coordinating Board of Higher Education. Considerable effort has been made to share data

between these agencies. That effort has mainly focused on sharing common demographic data elements. Many of the systems currently share such information. For example, the Job Training Information System includes a module that looks at information from the Temporary Assistance program. Also, America's Workforce System and **Missouri WORKS!** share information.

The One-Stop Career Center initiative has emphasized the need to develop more robust linkages between the information systems utilized by the various One-Stop Career Center partners. The One-Stop Career Center environment, in order to be successful, requires a system that integrates information about the government services provided to a particular client as well as demographic information. For this reason, agencies are beginning to show an interest in sharing information concerning services provided to a client. Likewise, efforts must continue in the demographic data sharing arena.

JOB TRAINING INFORMATION SYSTEM REPLACEMENT

Due to Year 2000 concerns, the Division of Job Development and Training began developing request for proposals to replace Job Training Information System. That initiative led them to an information system currently being developed by a consortium of states to provide One-Stop Case Management. This system will be referred to as the ALMIS Case Management System in this report. Recently, the Missouri WINS One-Stop Executive Team voted to join the consortium and to implement the ALMIS Case Management System. The Division of Job Development and Training has issued a contract release to IBM Global Services to assist in the implementation of that system in Job Training Partnership Act Service Delivery Areas. At this time the system only includes Job Training Partnership Act functionality, except for Title III. Welfare-to-Work functionality is under development.

The initial goal of the ALMIS Case Management System is to replace the Job Training Information System. Additional functionality will be added to the system that will allow it to gather service information from legacy information stores. The Division of Job Development and Training has committed significant financial resources to the ALMIS Case Management System initiative. The Missouri WINS One-Stop Executive Team has also committed significant financial resources to this initiative. On September 4, 1998, the five One-Stop Career Center partner agencies established an ALMIS Case Management Implementation Committee to oversee the implementation of this system.

AMERICA'S WORKFORCE SYSTEM REPLACEMENT

The Employment Service has indicated a desire to replace America's Workforce System with **Missouri WORKS!**, once the required functionality can be added to **Missouri WORKS!**.

UNIFIED AUTOMATION SYSTEM TASKFORCE RECOMMENDATION

The Unified Automation System Taskforce recommends that the role of the ALMIS Case Management Implementation System be twofold. First, this committee will remove barriers to the implementation of the ALMIS Case Management System, where possible. Second, this Committee will manage the scope of the ALMIS Case Management System initiative. The ALMIS Case Management Implementation Committee will be dissolved once the ALMIS Case Management System is implemented at the Service Delivery Areas and One-Stop Career Center locations.

The Unified Automation System Taskforce recommends the establishment of an unbiased and knowledgeable Application Standing Committee. The responsibilities of the Application Standing Committee should include, but not be limited to: 1) the study and research of the potential feasibility of unifying the One-Stop Career Center partner agencies' electronic systems; 2) develop a plan to link the One-Stop Career Center partner agencies; 3) identify all client information, including services provided and demographics that should be available at One-Stop Career Centers; 4) address means to improve customer service; and 5) eliminate unnecessary duplication and maximize economies of scale.

The Unified Automation System Taskforce is concerned that the members of the Application Standing Committee be neutral to any particular technology or solution. The Application Standing Committee must be free to investigate all possible solutions to the extent required under due diligence. The Committee must be given access to knowledgeable program staff as required. Finally, the Committee must have the full support of the Transition Team.

The Application Standing Committee should consist of one technical and one business-line person from each One-Stop Career Center partner agency. The Committee should be formed by December 15, 1998, and should have a proposed plan by July 1, 1999. The Application Standing Committee should report to the Transition Team until the new Division of Workforce Development is created, at which time the Application Standing Committee should report to the new Division of Workforce Development.

For the short term, the Unified Automation System Taskforce recommends unified access to the various information systems. Steps should be taken to allow front line business technicians to view multiple information systems from one console and cut and paste client information from one information system to another as required. Alternatively, paper printouts could be included in referrals. This would eliminate the need for clients to provide the same information more than once.

LOCAL AND WIDE AREA NETWORKS

Currently, Department of Labor and Industrial Relations agencies share a number of local area networks and a wide area network. The wide area network links buildings geographically dispersed throughout the state. It is the general consensus of the Unified Automation System Taskforce the network should not be dismantled and if at all possible shared to one degree or another.

UNIFIED AUTOMATION SYSTEM TASKFORCE RECOMMENDATIONS

The Unified Automation System Taskforce recommends the separation of networks in such a manner that the networks remain autonomous yet linked between Department of Labor and Industrial Relations and the new Division of Workforce Development. This separation can initially be accomplished by moving a single router and installing a new switch. The purchase of the second switch would allow Department of Labor and Industrial Relations and the new Division of Workforce Development to run independent networks within the Dunklin Street building. This initial phase separates the wide area network links between Department of Labor and Industrial Relations and the new Division of Workforce Development.

The Unified Automation System Taskforce recommends that the current wide area network move to the new Division of Workforce Development to support approximately 50 sites moving to the new Division. The current wide area network supports approximately 65 sites.

This alternative was selected over sharing the current wide area network circuits due to the current need for additional bandwidth to St. Louis and the expected future need for additional bandwidth to Kansas City and Springfield. Department of Labor and Industrial Relations has plans to push its imaging system out to the remote offices served by the St. Louis, Kansas City, and Springfield frame clouds. The Department of Economic Development has regional offices that it would like to connect to Jefferson City through what would become the new Division Workforce Development's wide area network. Finally, the implementation of the ALMIS Case Management System will most likely require additional bandwidth.

New circuits will be required to connect the frame clouds supporting the 14 Department of Labor and Industrial Relations remote sites. The separation of the current Department of Labor and Industrial Relations local and wide area network as recommended above have an associated estimated cost of \$60,000. Approximately 10 new servers will be required to provide services currently provided the Department of Labor and Industrial Relations' equipment.

A Technical Standing Committee should be established and meet at regular intervals to coordinate and resolve technical interagency issues.

UNIFIED TELEPHONE SYSTEM

A common unified telephone system should be the ultimate goal in a telephone system at One-Stop Career Centers. The highest percentage of compatibility with existing, co-located partner agency telephone systems and the ability to expand to meet the growing needs of the One-Stop Career Center will be the two major deciding factors. Other factors to be considered are as follows:

- The ability of the phone system to support a common switchboard;
- The ability to transfer phone calls to other co-located partners; and
- The ability of the phone system to support voice mail.

In the Kirksville and Moberly One-Stop Career Center locations, one of the partner agencies has supplied handsets to the other agencies and each partner agency ordered their own telephone service from the telephone companies. Lines were separated for outgoing calls, but calls could still be transferred internally. By doing things in this manner, partner agencies do not have to worry about billing problems or one agency paying another agency's telephone costs. At this time, this type of arrangement appears to be successful.

Another issue that must be considered is the State's ability to provide telecommunications services to Private Industry Councils and other local administrative entities that may be co-located at One-Stop Career Centers. An opinion written by the Public Service Commission, Office of General Counsel asserts that Private Industry Councils and other local administrative entities are not truly private entities. The opinion states "Private Industry Councils, pursuant to Section 620.556 RSMo. (1994), are established under the federal Job Training and Partnership Act. Private Industry Councils do not exist except by statute and are not entities that are truly independent of the State. Private Industry Councils appear to be quasi-public organizations and, as such, it appears that the State may provide services to Private Industry Councils without certificate of service authority from the Commission." Based on this opinion the State can provide telecommunications services to Private Industry Councils. The State's ability to provide telecommunications service to other local administrative entities is questionable.

UNIFIED AUTOMATION SYSTEM TASKFORCE RECOMMENDATION

The Unified Automation System Taskforce recommends that the Missouri WINS One-Stop Executive Team issue a policy statement concerning the unification of telephone systems. The policy statement should encourage agencies to share telephone systems where economically feasible. The Unified Automation System Taskforce also recommends that the Kirksville and Moberly telephone model should be the model for implementation in One-Stop Career Center offices throughout the State. This type of arrangement simplifies the billing process and appears to be successful. Each location should utilize equipment that can be upgraded to accommodate the needs of current partners and can be upgraded to accommodate the needs of future partners.

Issue Number	Issue	Recommendation
1	The implementation of a common electronic system with shared data.	<p>Establish an unbiased and knowledgeable Application Standing Committee responsible for, but not limited to: 1) the study and research of the potential feasibility of unifying the One-Stop Career Center partner agencies' electronic systems; 2) the development of a plan to link the One-Stop Career Center partner agencies; 3) identifying all client information, including services provided and demographics that should be available at One-Stop Career Centers; 4) addressing means to improve customer service; and 5) eliminating unnecessary duplication, maximizing economies of scale.</p> <p>The Application Standing Committee should report to Transition Team until the new Division of Workforce Development is created, at which time the Application Standing Committee should report to the new Division.</p> <p>The Application Standing Committee should consist of one technical and one business-line person from each One-Stop Career Center partner agency. The Application Standing Committee should be formed by December 15, 1998, and should have a proposed plan by July 1, 1999.</p>
2	A successful unified automation system emphasizing system design will result in:	
2.1	accessibility and compatibility with hardware, software, Internet, and mainframe systems;	This is a function of the application and would be the responsibility of the Application Standing Committee.
2.2	a unified telephone system;	<p>The Kirksville and Moberly telephone model should be implemented in One-Stop Career Center offices throughout the State. Each location should utilize equipment that can be upgraded to accommodate the needs of current One-Stop Career Center partners and can be upgraded to accommodate the needs of future partners.</p> <p>The taskforce recommends that the Missouri WINS One-Stop Executive Team issue a policy statement concerning the unification of telephone systems. The policy statement should encourage agencies to share telephone systems where economically feasible.</p>
2.3	accurate and verifiable data; and	This is a function of the application and would be the responsibility of the Application Standing Committee.
2.4	improved planning.	This is a function of the application and would be the responsibility of the Application Standing Committee.
3	A successful unified automation system emphasizing customer service will result in:	
3.1	access to the public labor exchange;	<p>This is a function of the application and would be the responsibility of the Application Standing Committee.</p> <p>In the short term access should continue to be provided by the America's Workforce System and the Missouri WORKS! system until, and if, the Application Standing Committee recommends a replacement for these systems.</p>
3.2	automated assessments;	This is a function of the application and would be the responsibility of the Application Standing Committee.
3.3	a user friendly, easy to administer system;	This is a function of the application and would be the responsibility of the Application Standing Committee.

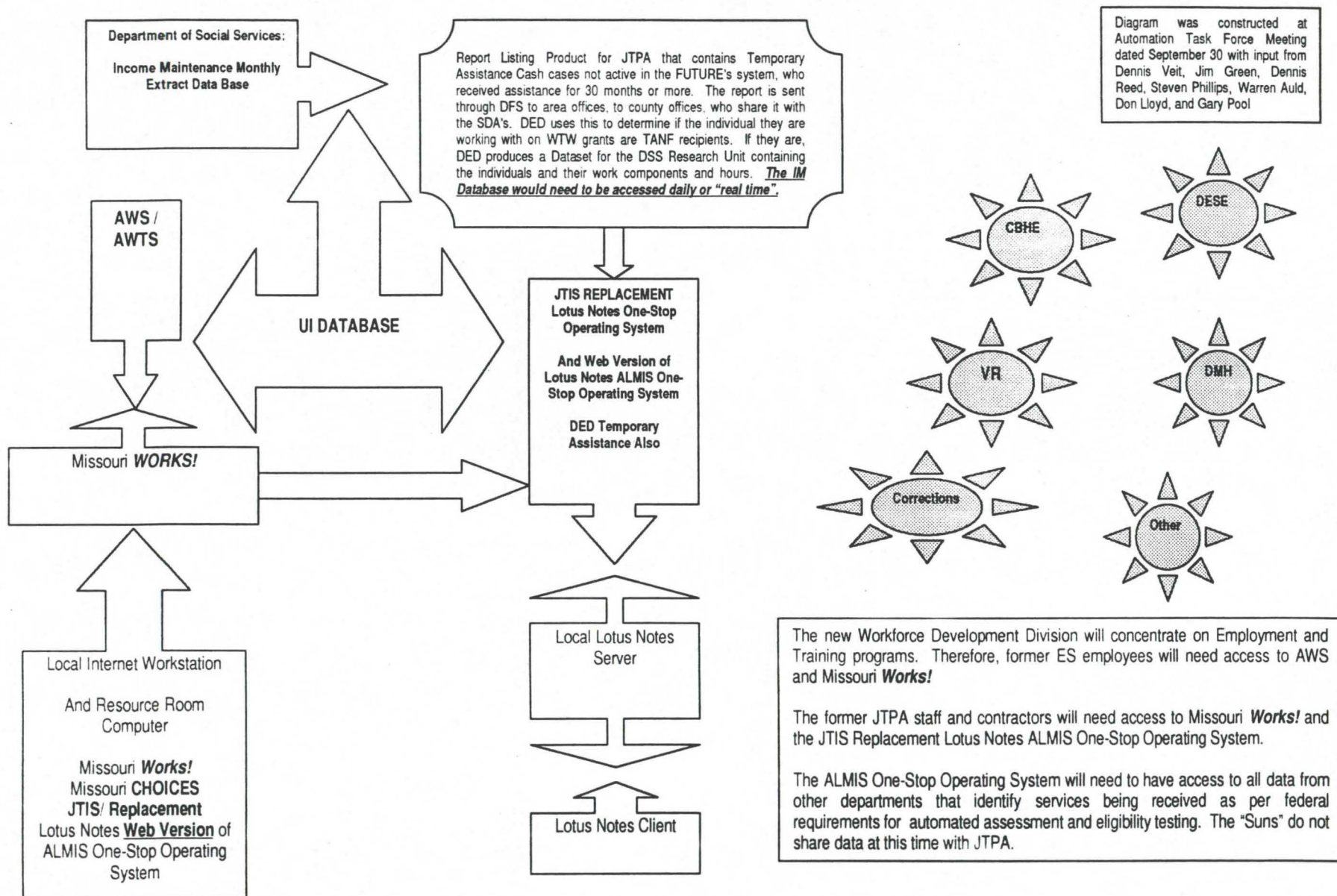
Issue Number	Issue	Recommendation
3.4	self-help capabilities;	This is a function of the application and would be the responsibility of the Application Standing Committee.
3.5	state parameters that allows for local enhancements; and	This is a function of the application and would be the responsibility of the Application Standing Committee.
3.6	a dynamic system.	This is a function of the application and would be the responsibility of the Application Standing Committee.
4	A successful unified automation system emphasizing client tracking and case management will result in:	
4.1	protecting confidentiality;	This is a function of the application and would be the responsibility of the Application Standing Committee.
4.2	a simple tracking system for job seekers and employers;	This is a function of the application and would be the responsibility of the Application Standing Committee.
4.3	shared data;	This is a function of the application and would be the responsibility of the Application Standing Committee.
4.4	local level capacity (The ability of local internal or external customers to have access to data that meets program specific needs and local reporting needs.); and	This is a function of the application and would be the responsibility of the Application Standing Committee. This issue will also be considered during the ALMIS Case Management System initiative.
4.5	continuity and recording historical data.	This is a function of the application and would be the responsibility of the Application Standing Committee.
5	A successful unified automation system emphasizing quality and cost control will result in:	
5.1	Accountability;	
5.1.1	audit trail;	This is a function of the application and would be the responsibility of the Application Standing Committee.
5.1.2	hardware and software reliability;	This is a function of the application and would be the responsibility of the Application Standing Committee.
5.2	identifying validated information;	This is a function of the application and would be the responsibility of the Application Standing Committee.
5.3	cost effective implementation;	This is a function of the application and would be the responsibility of the Application Standing Committee.
5.4	cost effective service delivery;	This is a function of the application and would be the responsibility of the Application Standing Committee.
5.5	an up-to-date fiscal tracking system;	This is a function of the application and would be the responsibility of the Application Standing Committee.
5.6	improved staff performance and recognition of success;	This is a function of the application and would be the responsibility of the Application Standing Committee.

Issue Number	Issue	Recommendation
5.7	compatibility with the federal reporting system; and	This is a function of the application and would be the responsibility of the Application Standing Committee.
5.8	Reports.	This is a function of the application and would be the responsibility of the Application Standing Committee.
6	Should current system networks be dismantled, separated or shared to fit the consolidation? Hubs are currently set up in four locations across the State within the buildings owned by the Department of Labor and Industrial Relations. How will this consolidation affect this situation?	<p>The Taskforce recommends the separation of networks in such a manner that the networks remain autonomous yet linked between Department of Labor and Industrial Relations and the new Division of Workforce Development. This separation can initially be accomplished by moving a single router and installing a new switch. The purchase of the second switch would allow Department of Labor and Industrial Relations and the new Division of Workforce Development to run independent networks within the Dunklin Street building. This initial phase separates the wide area network links between Department of Labor and Industrial Relations and the new Division of Workforce Development.</p> <p>A Technical Standing Committee should be established and meet at regular intervals to coordinate and resolve technical interagency issues.</p>
7	What are the legal implications of data information sharing between state agencies providing employment and training services?	This should be forwarded to the Statutes and Legal Taskforce. Memorandums of Understanding that are currently in place should be reviewed.
8	A database of labor market information needs to be created to allow customers the ability to customize reports to best fit their needs.	This would be a responsibility of the Application Standing Committee. There are plans to build this functionality into Missouri WORKS! This issue may also be considered during the ALMIS Case Management System initiative.
9	One-Stop Career Center Systems need accessibility to information on daycare providers. Who will maintain this database?	This information is currently being maintained by the Department of Social Services.
10	Hardware and software support, ie, which agency will be responsible for supporting hardware and software in shared offices?	The organization which placed a device at a location is responsible for supporting the device or arranging to have it supported.
11	Shared data lines	In general, a single data line should serve a remote site. The Taskforce also recommends that the Missouri WINS One-Stop Executive Team issue a policy statement concerning the unification of telephone systems. The policy statement should encourage agencies to share telephone systems where economically feasible.
12	Print services	Print services will have to be addressed on a case by case basis.
13	LAN media	LAN media will be selected on a case by case basis.
14	Routing protocols	Routing protocols will be negotiated on a line by line basis.

Issue Number	Issue	Recommendation
15	Network addressing	InterNIC registered or RFC1918 reserved IP addresses will be used. The MAC address burned in by the manufacturer is preferred.
16	Windows Internet Name Service (WINS)	WINS should be left as they are. It will probably be desirable for these servers to communicate. Department of Labor and Industrial Relations and Department of Economic Development should determine how the replication should be implemented.
17	Domain Name Services (DNS)	DNS should be left as they are.
18	Scheduling software	No consensus could be reached on scheduling software. iCalendar appears to be the emerging open standard but it's as yet incomplete.
19	E-mail standard	Simple Mail Transfer Protocol (SMTP) will be the e-mail standard. Proprietary protocols may be used within a group, but SMTP must be available to allow communication with other groups and the general public.
20	Open standards	Open standards should be used over proprietary standards.

**WORKFORCE DEVELOPMENT TRANSITION TEAM
UNIFIED AUTOMATION TASKFORCE
FINAL RECOMMENDATIONS**

JTPA / JTIS REPLACEMENT DATA SHARING DIAGRAM FOR LOTUS NOTES ALMIS ONE-STOP



UNEMPLOYMENT INSURANCE - WORKFORCE DEVELOPMENT TASKFORCE

This portion of the Appendix reflects the work of the Unemployment Insurance - Workforce Development Taskforce and should be viewed as reference material for this document only. Some of the recommendations have been incorporated into New Directions in Workforce Development.

UNEMPLOYMENT INSURANCE – WORKFORCE DEVELOPMENT TASKFORCE WORK PLAN

STRATEGIC ISSUES

Moving Employment Service Operations from the Division of Employment Security to form a new Division of Workforce Development within the Department of Economic Development requires the development of a plan to keep the Division of Employment Security's Regional Telephone Claims Centers as working partners within the One-Stop Career Center System.

The President has stated that Unemployment Insurance should be better considered as Reemployment Insurance. An expanded role for our Unemployment Insurance partners' active involvement in the reemployment of claimants within the Workforce Development System is needed.

DESIRED OUTCOMES

A successful Unemployment Insurance - Workforce Development Plan will result in:

- improved job placement rates of unemployment insurance claimants;
- higher employment retention rates for unemployment insurance claimants;
- improved wage rates for unemployment insurance claimants;
- an initial work registration within one week of filing for benefits; and
- shorter periods of unemployment for claimants.

QUESTIONS AND ANSWERS

During the first meeting, the Transition Team posed 21 questions that were to be answered by the Taskforce. The answers to many of the questions were developed as by-products of the issues the Taskforce addressed during meetings. Although the answers to most of the questions are also provided in the form of recommendations elsewhere in this report, in order to be responsive to the Transition Team, the answers are incorporated below. Because the Taskforce determined that three of the 21 questions were either not within its scope of work, or were not relevant they have been eliminated.

1. What computer automation links should there be between the new Workforce Development System and Unemployment Insurance systems?

The linkages which currently exist between Employment Service and Unemployment Insurance within Division of Employment Security need to be continued when Employment Services leaves Division of Employment Security. Additional linkages to ensure that Workforce Development and Unemployment Insurance systems can share information (to the extent allowed by law) may need to be developed.

2. What automation is needed to track Unemployment Insurance customer's reemployment efforts?

Currently, automation exists that compiles data reports on claimants who obtain employment and should continue to be used after Employment Services leaves Division of Employment Security.

3. What formal linkages should there be between Unemployment Insurance and the One-Stop Career Centers?

The Workforce Investment Act requires formal linkages in the form of Workforce Investment Boards. In addition key persons, whose job components would include liaison functions should be designated by Unemployment Insurance and One-Stop Career Centers to deal

with issues on the functional level.

4. How should the One-Stop Career Centers relate to Regional Telephone Claims Centers?

The Regional Telephone Claims Center employees will provide information about One-Stop Career Centers and encourage customers to report as soon as possible to avail themselves of reemployment services. One-Stop Career Center employees will provide claimants the telephone numbers to file claims or obtain information from the Regional Telephone Claims Centers. One-Stop Career Center staff will also assist claimants who need help in resource centers or who need documentation (such as proof of wages to remove a disqualification, or information on a determination to be used to reconsider or file an appeal) faxed to the Regional Telephone Claims Centers. Training for One-Stop Career Center and Regional Telephone Claims Center employees will be given to ensure that information and assistance to claimants and job seekers provided by both partners is appropriate and correct.

5. What commitment is needed to place Unemployment Insurance claimants in jobs more quickly? (This could save the Missouri Employer Trust Fund millions of dollars each year.)

Unemployment Insurance employees will encourage customers filing new claims to more quickly seek reemployment services from One-Stop Career Centers. Verbal and written information will be provided about available services. This, in conjunction with data electronically passed from the claim filing (one digit Dictionary of Occupational Titles Code and employer information) should assist in helping unemployment insurance claimants return to work more quickly.

6. What Unemployment Insurance / Workforce Development resources should be committed for early intervention efforts toward reemployment of the claimant, both the regular and worker profiled?

The answer to questions above addresses the Unemployment Insurance resources committed to early intervention. For workforce development resources, the Taskforce recommends that employee efforts are devoted to working with claimants whose broadest level (first digit of Dictionary of Occupational Titles Code) occupations are most prevalent in active job orders in the area served by the One-Stop Career Centers.

7. What Unemployment Insurance time commitment should be given toward the reemployment effort of claimants?

In addition to the earlier commitments addressed, Unemployment Insurance employees in Regional Telephone Claims Centers will be conducting claim eligibility reviews by telephone. As part of the eligibility review process, information about services available from One-Stop Career Centers can be included.

8. Should we consider profiling claimants to identify those who are job ready?

All Unemployment Insurance claimants who are eligible for benefits and are not in approved training must be job ready. If additional information is available that would assist in determining claimants who are job ready, Unemployment Insurance and the Division of Workforce Development can discuss this issue further.

9. What should be done pro-actively for claimants from declining sectors of the economy?

Reenergizing the Worker Profiling Program, which includes declining industries as an evaluation element in the statistical model, should help in providing additional reemployment services to individuals from declining sectors of the economy. For those individuals from declining sectors of the economy who are not selected for reemployment services through

the Worker Profiling System, referral to Job Training Partnership Act programs, where appropriate, will be made. Also greater efforts will be made by Regional Telephone Claims Centers employees to make claimants aware of labor market information and job finding tools in the resource centers of the One-Stop Career Centers.

10. What pro-active efforts should be made by Unemployment Insurance and the Public Labor Exchange staff in One-Stop Career Centers?

Although Unemployment Insurance employees will not be physically present in One-Stop Career Centers, they will be actively engaged in encouraging claimants to use the various reemployment services available. The Unemployment Insurance employees commitment in Regional Telephone Claims Centers includes obtaining the first digit of the Dictionary of Occupational Titles Code when initial claims are filed and providing claimants information about reemployment services. Public Labor Exchange (Wagner-Peyser) employees in One-Stop Career Centers, should as early as possible following the filing of a benefit claim, review an individuals work registration for a representation of their knowledge, skills, and abilities and refer them to suitable job openings. This could serve to meet the minimum application of the work test for claimants as required by the Wagner-Peyser Act.

11. What is the appropriate level of advocacy for claimants?

For Unemployment Insurance, it is inappropriate for employees to be advocates for either claimants or employers. For workforce development employees, the appropriate level of advocacy on behalf of the individual to employers, other employment and training programs or other service providers depends upon the needs of the claimant.

12. Is there agreement on what is a satisfactory work test for claimants?

The Taskforce has not found an official definition of the term work test. The Taskforce has adopted a working definition that includes Wagner-Peyser (Public Labor Exchange) employee functions of:

- *work registration for claimants;*
- *providing employment services;*
- *referral to suitable work; and*
- *notice to the Unemployment Insurance System in the case of refusal of employment or other matters which may affect eligibility for benefits.*

13. What reemployment services should be provided to claimants during the four-week in person eligibility review process?

Unemployment Insurance management has committed to removing the claim eligibility review process from the local offices. This change should enable Wagner-Peyser staff in One-Stop Career Centers to devote greater time and effort to provide reemployment services to claimants who still are required by law to report in person at least once every four weeks. Reemployment services to be provided when claimants report include items such as:

- *enhancing work registration;*
- *directing individuals to resource areas; and*
- *referring claimants to job openings.*

14. How may the telephone be used to improve eligibility review process services?

Prior to the establishment of the Taskforce, Unemployment Insurance had committed to conducting claim eligibility reviews by telephone. Information regarding reemployment services will be included in the eligibility review process.

15. Are elements of the Worker Profiling Program appropriate for use to assist claimants in general?

Currently, reemployment service providers are not requesting all available claimants who could be selected through the Worker Profiling program. If the program becomes more fully utilized, this issue can be revisited.

16. What consideration for work test efforts should be given to the claimant who is denied benefits?

Unemployment Insurance will look at how reemployment services information can best be provided to claimants who are denied benefits. Among the possibilities is the inclusion of written information about reemployment services on determinations mailed to claimants who are denied benefits.

17. Should claimants be asked if they have an Internet address at the time of claim filing?

Since Unemployment Insurance does not use e-mail to correspond with claimants, obtaining these addresses would not be appropriate at this time.

18. Should a copy of the individual's incomplete work application be mailed to each new claimant for completion and return mailing by the end of the second week of filing?

With Unemployment Insurance employees providing the first digit of the Dictionary of Occupational Titles Code , and the additional verbal and written information regarding the availability of reemployment services, there does not appear to be the need of mailing the work application.

UNEMPLOYMENT INSURANCE – WORKFORCE DEVELOPMENT TASKFORCE FINAL RECOMMENDATIONS

EXECUTIVE SUMMARY

The Unemployment Insurance – Workforce Development taskforce is making recommendations for linkages between the Unemployment Insurance and new Workforce Development Systems. These recommendations, when implemented, will ensure the continuation of a high level of reemployment services to Missouri's Unemployment Insurance customers when employment and training programs are consolidated in the Department of Economic Development.

In June 1996, Governor Mel Carnahan endorsed the proposal of the Department of Labor and Industrial Relations to consolidate the Unemployment Insurance claim filing process of the Division of Employment Security into four regional telephone claims centers. In March 1998, the Governor announced the decision to consolidate employment and training programs within one department of state government. In July 1998, the U.S. Congress passed and on August 7, 1998, the President signed the Workforce Investment Act of 1998. The convergence of these three events provides the opportunity for Missouri state government to reexamine and redefine the relationship between the Unemployment Insurance System and employment and training programs.

Section 134(d)(2) of the Workforce Investment Act prescribes the core services that must be available in the One-Stop Career Centers. For Unemployment Insurance, the requirement is, "provision of information regarding filing claims for unemployment compensation." With the consolidation of the Unemployment Insurance claim filing functions into four regional telephone claims centers, and the requirement for Unemployment Insurance is to be in the form of "information regarding filing claims," the Taskforce recommends there be no physical presence of Unemployment Insurance claims staff in One-Stop Career Centers.

The recommendations of the Taskforce rely heavily on the electronic exchange of information between the Unemployment Insurance and Workforce Development Systems. The recommendations also modify the roles of Unemployment Insurance staff in regional telephone claims centers and reemployment services staff in One-Stop Career Centers. Staff in regional telephone claims centers will assist in the work registration process and provide information to Unemployment Insurance customers about the availability of services in the One-Stop Career Centers. Staff in One-Stop Career Centers will assist Unemployment Insurance customers in their interactions with the Regional Telephone Claims Centers. Some recommendations made may require requests for additional funds from either the State or Federal Government.

BACKGROUND

Before addressing issues and making recommendations, taskforce members were provided information about federal requirements dealing with labor exchange and Unemployment Insurance functions. The requirements for the labor exchange (federal Wagner-Peyser Act) and Unemployment Insurance functions are grounded in federal law. This requires that certain jobs be performed by staff funded under the federal Wagner-Peyser Act, while other duties must be performed by Unemployment Insurance funded staff.

The required functions to be performed by Wagner-Peyser funded staff are the labor exchange and work test for unemployment insurance claimants. The tasks required to be performed by staff under the direction of the state agency designated to administer the Unemployment

Insurance Program are the determination of an individual's initial and continuing eligibility for unemployment insurance benefits.

The Taskforce had the responsibility of recommending how linkages could be strengthened within the framework of the clearly delineated functions of the labor exchange and unemployment insurance functions. In making recommendations, the Taskforce also had the responsibility to recognize that administrative funding, and therefore staffing levels, under the Wagner-Peyser Act and Unemployment Insurance have been reduced over the past several years. The practical meaning of this is that linkages between the labor exchange and Unemployment Insurance Systems must be strengthened with the understanding that there are limits to what each system can do.

AREAS REVIEWED

The Taskforce divided its work into two main areas. The first area of concentration deals with requirements in state and federal law and regulations that necessitate linkage between the Unemployment Insurance and Workforce Development Systems. These areas are:

- handling the state law requirement that claimants report in person at least once every four weeks to a local office;
- The Trade Act Program;
- Rapid Response;
- Worker Profiling and Reemployment Services System;
- work registration for unemployment insurance claimants;
- applying the federally mandated Wagner-Peyser Act work test to unemployment insurance claimants; and
- providing information for required federal activity reports.

The second area of concentration dealt with issues presented by the Transition Team and the Assistant Director for Unemployment Insurance Operations for the Division of Employment Security. These issues include:

- agency and staff accountability;
- data exchange enhancements;
- formal agency linkages;
- the role of unemployment insurance tax field auditors in One-Stop Career Centers; and
- assistance to be provided to unemployment insurance customers reporting to One-Stop Career Centers.

FOUR WEEK REPORTING

The Taskforce is recommending that the four week in person reporting requirement be handled differently both in regard to how it is implemented and the scheduling. If the recommendations are adopted, the requirement will be handled as follows:

- reporting will be self-service to the resource area of One-Stop Career Centers where claimants will complete the requirement by entering basic information on personal computers; and
- after entering the basic information for the claim reporting, completion of the work registration would be immediately available.

Resource areas can also be used during the reporting for self-service reemployment services, which may count as one of the required unemployment insurance work search contact. These services could include:

- resume preparation;
- Job Club referral;
- orientation to other reemployment services;
- directory of services, customized for the One-Stop Career Centers where the claimant is reporting;
- Public Labor Exchange (Wagner-Peyser) staff in One-Stop Career Centers, should as early as possible and no later than the fourth week following the filing of a benefit claim, review an individual's work registration for a representation of their knowledge, skills, and abilities and refer them to suitable job openings;
- when to report will be a customer choice issue, as long as it is done at least once every four weeks;
- claimants will not be scheduled to report on a specific date;
- if a claimant has not reported in person by the end of the third week, a reminder notice or an interactive voice response message will be provided to explain that benefits for the fourth week will be held until the reporting requirement is met; and
- there will still be some occasions where scheduling of unemployment insurance claimants to report on a specific date is required, such as for Worker Profiling orientation.

TAA/NAFTA PROGRAM HANDLING

The Taskforce makes the following recommendations for linkages with the TAA program:

- if funding is available, additional automation should be applied to the program to provide quicker enrollment, more prompt payment, and better tracking of program recipients;
- for the TAA/NAFTA petition processes, current procedures should apply;
- the initial application for benefits should remain with the Unemployment Insurance agency;
- for training approval / waiver purposes, individuals will be directed to the One-Stop Career Centers;
- authorization for payment of allowances and benefits should be the responsibility of staff in One-Stop Career Centers. (This includes weekly TRA, even if the payment is for an individual who is not in training); and
- appeals to denials of training made by the Division of Workforce Development should be handled by the Unemployment Insurance agency, with appropriate reimbursement for costs incurred.

PROVIDING UNEMPLOYMENT INSURANCE INFORMATION IN RAPID RESPONSE

Currently, the Rapid Response function is handled by the Department of Economic Development's Division of Job Development and Training. The funding to perform this function goes to that division, which in turn contracts with the Division of Employment Security. Information regarding unemployment insurance is a requirement for Rapid Response although with the exception of what is provided contractually, there are no unemployment insurance funds available to perform this function. Within the limitations imposed by the funding mechanism for Rapid Response, the Taskforce recommends that:

- the Division of Workforce Development revisit the level of unemployment insurance detail presented at Rapid Response meetings;
- the appropriate personnel and funding to obtain the personnel need to be determined; and
- staff responsible for the Rapid Response function should examine other states to determine successful levels of information and methods of providing it, particularly in light of new Workforce Investment Act.

WORKER PROFILING AND REEMPLOYMENT SERVICES

Because the transition to a new Division of Workforce Development will organizationally separate Employment Service and Unemployment Insurance, steps must be taken to ensure the required Wagner-Peyser work test linkage with unemployment insurance remains strong. One part of this linkage is the Worker Profiling and Reemployment Services system. Because Employment Service, Unemployment Insurance, and the Division of Job Development and Training are already partners in the Worker Profiling and Reemployment Services system, the framework for continuing Employment Service / Unemployment Insurance linkages already exists. This framework can be built upon and strengthened to ensure the linkage continues with the new Division of Workforce Development. The Taskforce has the following recommendations regarding the Worker Profiling and Reemployment Services system:

- the linkages, particularly in the area of automation, for the identification, selection, referral and feedback processes should remain as they currently are;
- because it is an important link for offering reemployment services for unemployment insurance claimants (work test) the program should be reenergized; and
- minimum numbers of claimants to serve for One-Stop Career Centers and other service providers should be established.

WORK REGISTRATION

The Taskforce recognizes that ensuring that unemployment insurance customers are more quickly entered into the Workforce Development System will enhance reemployment efforts. To achieve this early intervention, the Taskforce makes the following recommendations:

- unemployment insurance will obtain and provide the first digit of the Dictionary of Occupational Titles Code when initial claims are filed;
- unemployment insurance will electronically pass the last employer name and address obtained from the claim filing to the work experience area of the applicant's registration;
- unemployment insurance will electronically pass the name(s) of base period employers to the work experience area of the applicant's registration;
- included with initial claim mailing will be information regarding the availability of reemployment services at One-Stop Career Centers;
- One-Stop Career Center employees may contact claimants by telephone (possibly automated) who need additional information for their work registrations; and
- additional verbal information will be provided to claimants to encourage them to report to a One-Stop Career Center to complete a work application, when appropriate, more quickly than the fifth week after claim filing. The verbal information may include:
 - providing an 800 telephone number (not an unemployment insurance telephone number) which could give information about services and office locations;

- explaining that services may be obtained even for individuals who may not be eligible or may be disqualified from receiving unemployment insurance benefits;
- the Employment Service registration may count as a required unemployment insurance work search contact; and
- going to an office to complete work registration will satisfy the required at least once every four weeks in person unemployment insurance reporting.

WAGNER-PEYSER WORK-TEST FOR UNEMPLOYMENT INSURANCE CLAIMANTS

We have been unable to find a clear definition of what comprises the federally required Wagner-Peyser work test for unemployment insurance claimants. For the purpose of this taskforce and its recommendations, we are defining the work test as the registration of claimants and their referral to suitable work by staff or automated systems funded under the Wagner-Peyser program. With that definition the Taskforce recommends the following:

- use of the Interactive Voice Response System to include job matching capabilities during off-peak claim times should be explored and if funds are available, implemented; and
- One-Stop Career Center Wagner-Peyser employees will electronically pass on to unemployment insurance information regarding a claimants failure to apply for or accept work when directed.

In developing procedures for this:

- The necessity of verifying the accuracy of information passed to unemployment insurance will be stressed to One-Stop Career Centers.
- Unemployment Insurance will provide information to One-Stop Career Center employees as to what is required for a referral to be a potentially disqualifying claim issue.

NOTE: *Under Chapter 288.050, RSMo, the denial of benefits for refusing work applies when the claimant is referred by the Deputy, or the work is offered through the Division. Both of these terms are defined in Chapter 288.030, RSMo, and are tied to the Division of Employment Security. This has been brought to the attention of the Statutes and Legal Taskforce so that group may make recommendations to change the language in the law, if it is deemed necessary.*

FEDERAL ACTIVITY REPORTS

When Employment Service is moved to the new Division of Workforce Development, existing linkages that are used to provide data for required federal reports needs to be continued. The taskforce has identified the following reports for which this linkage is needed:

- Employment Security Activity Report, ES-9002;
- TAA/TRA, ETA 563; and
- Worker Profiling Activity Reports, ETA 9048 and ETA 9049.

AGENCY AND STAFF ACCOUNTABILITY

Performance standards should be adopted to ensure that unemployment insurance claimants are receiving the highest level of reemployment service possible from the Workforce Development System. The goals the Taskforce recommends are:

- Earlier and improved rates for placement of claimants. The Taskforce believes the following steps will assist in achieving these goals: *(Some of these issues will have already been implemented and are also incorporated in other areas the taskforce addressed.)*
 - Regional Telephone Claims Center employees will obtain the first digit of the Dictionary of Occupational Titles Code code at the time the claim is filed;
 - Unemployment Insurance will electronically provide additional information obtained during the filing of the claim (last and base period employer names, for example) to assist customers in enhancing their work registration;
 - Regional Telephone Claims Center employees will provide additional verbal information to customers filing new claims, better informing them of how and where to obtain reemployment services;
 - recorded information concerning reemployment services to unemployment insurance customers filing initial claims while they are in queue may be provided;
 - written information provided to claimants will include additional detail about where and how to obtain reemployment services;
 - the Worker Profiling and Reemployment Services system will be reenergized to ensure claimants most in need are referred to the Workforce Development System;
 - Division of Workforce Development employees will encourage employers to use placement services; and
 - information about reemployment services will be provided to unemployment insurance claimants making their required in person reporting to resource areas of One-Stop Career Centers.
- Higher job retention rates for claimants. The Taskforce believes this issue more appropriately belongs to the Customer Based Results and Accountability Taskforce.
- Improved hiring wage for claimants. The Taskforce believes this issue more appropriately belongs to the Customer Based Results and Accountability Taskforce.
- Improved wage growth rate for claimants. The Taskforce believes this issue more appropriately belongs to the Customer Based Results and Accountability Taskforce.

DATA EXCHANGE ENHANCEMENTS

Because Employment Service and Unemployment Insurance are currently within the Division of Employment Security, exchange of data between the programs already exists. To a lesser extent unemployment insurance data is shared with other workforce development partners such as the Division of Job Development and Training. The Taskforce recommends that the current data exchanges continue when Employment Service and Unemployment Insurance separate. In addition, the Taskforce recommends the following steps: *(Some of these issues will have already been implemented and are also incorporated in other areas the taskforce addressed.)*

- the first digit of the Dictionary of Occupational Titles Code code, obtained at the time a customer files a unemployment insurance claim should be electronically passed to the work registration;
- data obtained during the filing of the claim (such as last and base period employer names) should be electronically provided to assist customers in enhancing their work registration;

- the Unemployment Insurance employer account number should be available, as it is now, for use with job orders;
- information about claimants enrolled in training should be electronically passed to unemployment insurance to assist in determining benefit eligibility;
- work registration information in applicant files should be available to Regional Telephone Claims Center employees, to assist them when conducting claimant eligibility reviews;
- information in applicant files and job order files should be made available to unemployment insurance tax staff to assist in locating employers liable under the Unemployment Insurance System; and
- information about claimants who are Division of Family Services case management eligible and who are registered for work will be electronically available to the Division of Family Services.

FORMAL AGENCY LINKAGES

In order to ensure that all workforce development system partners communicate effectively with each other, the Taskforce is addressing the issue of how linkages should be established and maintained after Employment Security and Unemployment Insurance are in separate departments of state government. With Employment Security and Unemployment Insurance within the same state agency, communication and line authority linkages already exist. To a lesser extent, communications exist with other workforce development partners.

With the enactment of the Workforce Investment Act, certain formal linkages are mandated. These linkages will exist through state and local Workforce Investment Boards, which must include all workforce development partners. While the federal legislation addresses the formal higher level linkage, there will be normal day-to-day activities that will require coordination on the working level. To address these linkages, the Taskforce recommends that the following steps be taken:

- key persons, whose formal job descriptions should include a component requiring a coordination function, should be designated by each partner entity;
- commitment on the part of all agencies to meet periodically at the local level for participation in the development of local plans and programs to provide information to all partners; and
- for communication among partners, the following steps are recommended:
 - establishment of Internet web sites to post important and useful information.
 - availability of e-mail (preferably a common system) for all partners.
 - availability to all partners of the Office Link (OINK) system currently used by the Department of Labor and Industrial Relations.

DIVISION OF EMPLOYMENT SECURITY FIELD AUDITORS

The Division of Employment Security currently has field auditors stationed in various offices throughout the State. Although the line supervision for auditors is not through the local office structure, they do have work space in offices. Because they will continue to be employees of the Unemployment Insurance agency, the direction and control of field auditors' work will continue to be through the Unemployment Insurance System. The Taskforce believes field auditors should continue to be stationed in the local communities when the new Division of Workforce Development is established. The Taskforce makes the following recommendations regarding this issue:

- a work area, with some privacy, will need to be available to field auditors;
 - Issues such as: access to telephones within offices; storage space for documents and equipment; and so forth will need to be addressed.
- access to information, as it exists currently, in the Division of Employment Security mainframe should be available in offices where field auditors are stationed; and
- personal computer network connectivity, as it exists currently, will need to be maintained.
 - Maintenance issues for connectivity (both mainframe and personal computer network) will need to be addressed.

SERVICES TO BE PROVIDED TO UNEMPLOYMENT INSURANCE CLAIMANTS BY ONE-STOP CAREER CENTERS

Because Unemployment Insurance staff will not be physically present in One-Stop Career Centers, there is the need to ensure that assistance to claimants will be provided. To accomplish this the Taskforce recommends that One-Stop Career Center staff provide the following assistance to unemployment insurance claimants:

- instructions (when needed) about using personal computers in the resource areas to complete the required in person reporting procedures in addition to gaining access to the reemployment service resources;
- targeting services specifically to claimants who are required to seek work;
- making copies of documents needed for unemployment insurance claim processing;
- after ensuring documents are properly identified (name and social security number) and faxing to the Regional Telephone Claims Centers;
- basic assistance to claimants who wish to file appeals in person; and
- help individuals with special needs (such as hearing impaired) who report in person and require interaction with the Regional Telephone Claims Centers.

SOCIAL SERVICES - WORKFORCE DEVELOPMENT TASKFORCE

This portion of the Appendix reflects the work of the Social Services - Workforce Development Taskforce and should be viewed as reference material for this document only. Some of the recommendations have been incorporated into New Directions in Workforce Development.

SOCIAL SERVICES – WORKFORCE DEVELOPMENT TASKFORCE WORK PLAN

STRATEGIC ISSUES

Welfare-to-work mandates limited time on Temporary Assistance (public assistance). This requires that individuals become job ready, employed, and through job retention, families become self-sufficient.

DESIRED OUTCOMES

A successful Social Services - Workforce Development Plan will result in:

- customers ready for training;
- customers ready for employment;
- customers becoming self-sufficient;
- customers able to achieve improved job retention in spite of personal crisis; and
- case management services which accommodate a population with changing needs.

QUESTIONS AND ANSWERS

1. How will the assessment process mesh with other phases of the welfare-to-work process?

Recommendations from the Assessment Subcommittee of the Social Services - Workforce Development Taskforce include assessment tools that are currently being utilized. They have identified some user-friendly instruments that are being piloted in certain Service Delivery Areas. The next step is to refer the Assessment products to the Education Taskforce for consideration by the Department of Elementary and Secondary Education. It is imperative that at all points of entry into the Workforce Development system there is acceptance of the final product. It will be a work in progress over the next year.

2. How will the information be shared with the other partners?

The Unified Automation Taskforce is recommending linkages between existing systems. There are currently those linkages being utilized between co-locating partners at the One-Stop Career Centers as well as the satellite offices at county Division of Family Services offices. There is a priority commitment to expanding the information highway that will foster continuing customer focus with the understanding that this too will be a work in progress to accommodate changing technology.

3. Will strength based assessment be a tool to build on?

Yes. The experience with Senate Bill 595 sites has demonstrated that working with families from a strength based perspective has increased family functioning thus enabling families to remain together. Continued monitoring of outcomes will be vital.

4. What changes in Department of Social Services training will be required and how will it be coordinated with other partners?

The Training Subcommittee is represented by all partners in the new Workforce Development System and includes the Missouri Training Institute. They are the Divisions of Family Services, Child Support Enforcement, Employment Security, and Job Development and Training. The Subcommittee recommends that all should be coordinated between partners and available through trainer led infoshares, peer to peer, local training teams, job

sharing, video, teleconferences, policy specific training units, and would include professional development tracts for all levels of employees.

5. What should be the role of the self-sufficiency case manager during the first 12-18 months of employment of the external customer?

The Subcommittee is recommending that all customers have case management services continued for at least 12 months after employment. The functional nature of the case manager will change depending on the intensity of the need for case management services for job retention.

6. What specific assessment tools will be necessary to begin the process with current welfare recipients?

There are tools now being utilized and discussion about the differences between screening and assessment will continue as more experience is gained and the Division of Workforce Development matures. The commitment remains one of customer centered services.

7. What role will the family play in the development of the plan for self-sufficiency?

The family remains the focus of the plan development and will continue to be an integral part of the process as benchmarks are set and achieved. Modifications will be required when and if benchmarks are not reached.

8. How will cultural competency be included and then measured?

The Cultural Change Subcommittee chose to focus on those issues that ultimately affect the customer who receives services from a collocated center. They defined culture as a component of everything that identifies us as a society with distinct methods of how we react to situations and how we communicate. For cultural change to occur there must be mutual understanding of language, behaviors, and values of all parties involved.

9. What role will local community resources have in the training as well as the case management of the family?

The Training Subcommittee has recommended that specified training should be locally based and customized to local needs. That would include sharing training responsibilities with local trainers. The case management functions that wrap around a customer will best be served by a team of well-trained professionals representing both state and local entities.

10. How will the assessment impact those that have been sanctioned and work with them especially if they have been part of a lucrative underground economy?

The issue of sanctioning was not addressed by the any of the Subcommittees in a formal way. It is a consideration that has many facets and should be referred to a higher level within the Department of Social Services.

11. How will the self-sufficiency case manager interface with the One-Stop process once the customer has moved to the next phase?

Assuming that the customer has gained employment, the Division of Family Services case manager will follow that customer from wherever the case manager is stationed. The recommendation from the Taskforce is that the definition of case manager is: a partnership between an external customer and a broker of services to achieve agreed upon goals leading to job placement and ultimately sustained independence for the external customer.

This language appears to be consistent with the definition of case management within the Workforce Investment Act.

12. At what point does the Division of Child Support Enforcement case manager prevail if employment is gained and dollars are flowing between the custodial and non-custodial parents?

This question applies to Parent's Fair Share and discussions are still in progress between the Divisions as to the appropriate role for the case managers who represent both parents but whose focus is on the same children.

13. What role does peer mentoring play in the initial phase of the welfare-to-work process?

The Sustained Independence Subcommittee chose to recommend development of community based services to create a mentoring process that would work with the case management team to assist the external customer / family to obtain and keep employment. It did not specifically address the peer concept. That can best be considered by the local community.

SOCIAL SERVICES - WORKFORCE DEVELOPMENT TASKFORCE

FINAL RECOMMENDATIONS

HISTORICAL PERSPECTIVE

The Department of Social Services has begun discussions relating to its' commitment to the Division of Workforce Development and is moving forward with the decision to contract with the new Division for areas of deliverables focused on eligible individuals who must move from welfare-to-work.

Five subcommittees representing 65 employees, most of whom were representatives of the Divisions of Family Services and Child Support Enforcement attended five meetings over the course of two and a half months attempting to understand the challenge of a new Workforce Development System, the current scope of the players, what were some recommendations that would be customer focused, and would achieve the goal of welfare-to-work.

Early in the process of the Transition Team work, Gary Stangler sent a letter to all Department of Social Services employees explaining the stated outcome, reassuring employees and inviting them to participate in the planning process. As a result of that letter, 63 individuals, mostly Division of Family Services and Division of Child Support Enforcement employees submitted their names for consideration.

In an attempt to accommodate all of them, the work of the Social Services-Workforce Development Taskforce was clustered into five subcommittees. The Subcommittees were Training, Culture Change for Collocation, Assessment, Customer Education, and Self-Sufficiency related to return on investment. An outside facilitator was recruited for each subcommittee to assist the group in staying focused since the time was short and also provide some continuity in process.

Each subcommittee looked at identifying a product or products for their work. They then identified the customer or customers to focus that product development around and then identified what the steps should be to achieve the goal. All of the subcommittees chose to do an inventory of what information was current around the product, then did surveys directed to one or both of the customer populations. The Subcommittee developed the survey questions and then individuals who had expertise in market research and / or customer satisfaction surveys helped direct the final end product. Each subcommittee member who had access to the population being surveyed agreed to take and administer them in a timely fashion to meet a specified deadline. Since the members of the Taskforce at large represented 41 counties, both rural and urban, it was agreed that representation of those administering the surveys mirrored the state to an acceptable extent. The goal of the survey work was to help develop the recommendations to the Workforce Development Transition Team and the final plan for the Governor's Office and the Legislature. In many ways, the surveys tested out assumptions made by the group. In the end, some of the assumptions were confirmed but in several categories, they were not.

The customer categories defined were external customer (current clients of the Division of Family Services' Income Maintenance) and internal customers (employees who work with the current clients). Several subcommittees looked at recommendations focused on both of the customer populations but, two did not. The Training Subcommittee worked on only internal customer issues while the Customer Education Subcommittee focused primarily on external customer issues.

The following documents are the final recommendations of each of the Subcommittees and are the basis for the Social Services -Workforce Development Implementation Plan.

STRATEGIC ISSUE

Welfare-to-work mandates limited time on Temporary Assistance (public assistance.) This requires that individuals become job ready, employed, and through job retention, families then become self-sufficient.

OUTCOMES

- Customers ready for training.
- Customers ready for employment.
- Customers able to retain job retention in spite of personal crisis.
- Case management services that accommodate a population with changing needs.

SUBCOMMITTEE RECOMMENDATIONS

The focus for the new Division must be one of customer centered services. That must include:

- internal customers, those that are working with the external customers;
- those who are job seeking; and
- the employers who will hire the external customers.

With the One-Stop Career Center focus, the Division of Workforce Development must begin its work in a new way, one that focuses not on the goal of program but one of customer satisfaction and outcome development. The following represents the reports of the five subcommittees.

TRAINING SUBCOMMITTEE RECOMMENDATIONS

Professional development and training should be encouraged and provided in equal measures. Professional development can be defined as acquiring and refining the behavioral skills necessary to assist a customer in the transition from welfare-to-work. Training can be defined as acquiring technical knowledge of rules and regulations that govern the way programs are implemented and administered. The initial interaction with the customer has a major impact on the success of the customer. Without employees having the appropriate behaviors and communication skills there may be a breakdown in the customer's success. In addition, without knowledge of agency and program rules and regulations, the employee cannot intelligently inform the customer of requirements in order to be successful and retain employment.

Based on survey results and needs assessments combined with the expertise and knowledge of the represented agencies staff, the Training Subcommittee recommends the following:

- Training and professional development should be a priority within all agencies through investment of time and funds.
- Employees should be trained prior to implementation of changes in policy and procedure.
- Certain training should be consistently provided throughout the State (ie specific to federal and state policies and procedures that are not open to interpretation).
- Certain training should be locally based and customized to local needs.

- All training and professional development should be available to all partner agencies all the time.
- Partner agencies should be cross informed on each agencies' services and policies which effect partner agency employee job success and / or effectiveness.
- Training and professional development should be available through a variety of formats such as trainer-led, infoshares, peer to peer, teleconference, Internet, local training teams, policy specific training units, job sharing, and job shadowing.

Members of the Training Subcommittee:

- the Division of Family Services;
- the Division of Child Support Enforcement;
- the Division of Employment Security;
- the Division of Job Development Training; and
- the Missouri Training Institute.

CULTURE CHANGE FOR COLLOCATION RECOMMENDATIONS

- Cross training / cross information services available to provide partner service providers a shared knowledge of all area / community resources.
- Commitment to local customization – empowerment to make decisions on the local level – both management and field staff.
- Common intake.
- Common telephone system.
- Improved customer tracking through shared data – electronic linkage to partner telephone systems creating compatible and centralized access to all partner service providers, in a physically collocated center, with a shared receptionist and / or switchboard; as well as, secure access to relevant databases containing common customer information to allow:
 - 1) inquiry and update on a common intake document; and
 - 2) more accurate customer tracking to meet the Governor's Outcome Measures.
- Common geographical areas – even though this is listed under Products / Desired Outcomes, we realize the boundaries are set by other sources and this is not an area we can cause to change.
- Common commitment between all partners to include:
 - spirit of cooperation (listed under Attributes);
 - open communication (listed under Attributes);
 - willingness to address differences in language, behaviors and values – willingness to understand each others business language (listed under Attributes);
 - professionalism (listed under Attributes);
 - commitment to outcome based philosophy – all staff need to be working in an outcome based frame of mind from the first contact with the customer;
 - commitment to team approach – cooperation (listed under attributes);
 - positive attitude (listed under Attributes); and

- commitment to goal of welfare-to-work by all partners – customer service emphasized by this subcommittee.

Training around successful collocation should be customized to the specific type of collocation being proposed. Cross informing all partners must be the key step in the training process. The new Division of Workforce Development will create opportunities for successful coordination and ultimate integration as it continues the commitment to customer focused path.

Members of the Culture Change for Collocation Subcommittee represented:

- the Division of Family Services;
- the Division of Child Support Enforcement;
- Service Delivery Area Representative;
- the Division of Aging; and
- St. Joseph Workforce Development Center.

ASSESSMENT SUBCOMMITTEE RECOMMENDATIONS

- Any initial assessment process should record basic background data (name, social security number) only once during the process in order to eliminate duplication.
- Assessment partnership with education assessment should:
 - be holistic;
 - share all basic information among primary partners. This not only prevents duplication of effort but also allows each partner to know what has been previously evaluated so they can make a more knowledgeable assessment;
 - areas of assessment should be standardized for the collection of basic data. These areas might include a basic skills assessment, occupational aptitudes, and interests;
 - methods of assessment should be individualized and appropriate to the customers situation, ie written vs. verbal, TABE, etc.; and
 - assessment results should be discussed with the customer in person, with members from the primary partners present for the joint case management when appropriate. The customer should receive a written evaluation as well. The written evaluation should show grade level equivalencies for the educational assessment.

Members of the Assessment Subcommittee represented:

- Service Delivery Area 2;
- the Division of Child Support Enforcement; and
- the Division of Family Services.

CUSTOMER EDUCATION SUBCOMMITTEE RECOMMENDATIONS

The following principles represent recommendations for Customer Education Subcommittee, which should be referred to and integrated into the Public Information and Consumer Education Subcommittee of the One-Stop Career Center Taskforce.

- Commitment to job seeking customer who receives Temporary Assistance benefits for simple concise information that will create a road map for entering the Workforce Development System.

- Information that is developed at a sixth grade reading level and is easily understood by both the public at large and the job seeking customer.
- Commitment to consistent and timely updates to all agencies and partners within the Workforce Development System with emphasis at the colocated sites.
- Brochures and other A-V materials that repeat a consistent message distributed to all major sites that in some way serve any job seeking customer.
- Materials that are developed be incorporated into staff training with focus on FUTURES. Commitment to consistent and timely updates to all agencies and partners within the Workforce Development System. Each partner department should evaluate their customer education materials for potential update and innovation.

Members of the Customer Education Subcommittee represented:

- the Division of Child Support Enforcement;
- the Division of Family Services;
- the Department of Economic Development; and
- the Division of Employment Security.

SELF-SUFFICIENCY SUBCOMMITTEE RECOMMENDATION

Sustained Independence (formerly referred to as the Self-Sufficiency) Subcommittee.

For any job seeking customer to successfully navigate the Workforce Development System, the availability of targeted, sustained, and consistent case management will be an important ingredient.

The Subcommittee has defined case management for the purposes of workforce development as:

- A holistic view of the customer, job seekers and employers, the agencies and the community that focuses on a partnership between an external customer and a broker of services to achieve agreed upon goals leading to job placement and ultimate self-sufficiency for the external customer.

The Subcommittee has defined case manager as:

- An individual possessing the ability to work in a team environment by demonstrating measurable attributes leading to self-sufficiency for the external customer.
- Case management should be available for at least 12 months after employment for the welfare-to-work customer. In addition bridges should be built within the Department of Social Services to improve services to the external client / family by:
 - Collocating the Divisions of Family Services and Child Support Enforcement employees in every county office and ultimately into the One-Stop Career Centers where possible.
- To better assist families, a priority must be to develop community based services to create or expand mentoring services that would work with the case management team.

- Customer satisfaction surveys will be done at specified milestone times which would allow for changes to be made in the plan both for the benefit of the customer being served and for the program now and for future planning.
- In order to obtain and maintain employment:
 - parents must have childcare that is reliable;
 - extended hours must be available that meet the needs of working parents including evening and weekend care;
 - available backup care for days when a child is sick, or the regular provider cannot provide care;
 - all effort must be made to ensure that childcare information is available to all partner agencies and their representatives; and
 - information on childcare eligibility will be included in the training for colocated partners and others as requested.
- Incentives, such as increased subsidies, for childcare providers who provide services that lead to school readiness.
- The creation of the Division of Workforce Development should support a transportation infrastructure plan for any job seeker.
 - Exploring some of the regional efforts underway, pilot projects such as the Bridges to Work pilot in the St. Louis region should occur.
 - Continued efforts by the Welfare Reform Coordinating Committee development of a transportation subcommittee should be supported.
 - Continued development of software packages that are designed to connect current workers with welfare-to-work customers should continue.
 - The Department of Transportation should be encouraged to become a partner in the Workforce Development System.
 - The Unified Automation Taskforce is working on linking existing between departmental and divisional systems for information sharing. Each department and division must assess their hardware and software technology capacity to allow for a successful transition and growth into the millennium.

Members of the Self-Sufficiency Subcommittee represented:

- the Division of Family Services;
- the Division of Child Support Enforcement;
- the Office of Administration; and
- the Communication Workers of America.

PRELIMINARY RECOMMENDATIONS

DEFINITIONS

Case management is a partnership between an external customer and Division of Family Services representative to achieve agreed upon goals ultimately leading to sustained independence for the customer.

ATTRIBUTES

A case manager possesses the ability to work in a team environment leading to sustained independence for the customer through demonstrating the following attributes:

- the ability to communicate effectively with both internal and external customers;
- creative problem solving skills demonstrated;
- the ability to teach problem solving skills;
- knowledge of community resources;
- commitment to customer success;
- possess work values and behaviors that clients can emulate;
- the ability to motivate external customers;
- knowledge of labor market resources and makes customer referrals to the appropriate education and / or training resource to assist the customer begin the journey through workforce development;
- continues an active role in the partnership with the customer for crisis management as customer problem solving skills develop; and
- provides case management services which accommodate the changing needs of the customer.

EDUCATION - WORKFORCE DEVELOPMENT TASKFORCE

This portion of the Appendix reflects the work of the Education - Workforce Development Taskforce and should be viewed as reference material for this document only. Some of the recommendations have been incorporated into New Directions in Workforce Development.

EDUCATION – WORKFORCE DEVELOPMENT TASKFORCE

WORK PLAN

Strategic Issues

In the current global economy, Missourians need educational tools to compete in the constantly changing world of work. Lifelong learning is crucial to maintaining quality of life. The new Workforce Development System and Education must work together to ensure all Missouri citizens remain competitive and profitable in the market place.

Desired Outcomes

A successful education-workforce development plan will result in:

- continuing current local and state linkages;
- better utilization of education programs;
- cost effective use of training funds;
- trained workers to fit the current labor market;
- closer coordination of education programs;
- improved training related placement rates; and
- local accessibility for Adult Based Education / General Equivalency Diploma programs.

Questions to be Answered by the Taskforce

1. What initiatives can be implemented to assist the post-secondary schools and colleges in developing curriculum for the current labor market?

State funding agencies such as the Department of Higher Education and the Department of Elementary and Secondary Education need to devise incentives for public institutions to meet the short-term training needs of the state.

Expected Outcome: A change in Department of Higher Education and Elementary and Secondary Education policy will result in increased program delivery and flexibility on the part of public institutions. More short-term training courses will be offered.

State and local staff must develop common definitions for services such as customized training, short-term occupation training, workplace literacy, and workplace readiness.

Expected Outcome: Clearer communication among partners will cause a focus on outcomes and aid in identifying duplicate services.

2. What can be done to facilitate the development of more open entry / open exit training programs at post-secondary schools and colleges?

A local plan for each service region must be developed that would identify each service region's short-term training needs.

Expected Outcome: Short-term courses can be identified and developed to meet local needs.

Change Department of Elementary and Secondary Education's reimbursement procedures on short-term adult programs from a minimum requirement of 10 adult students to receive 50% state reimbursement of the teacher's salary, to a prorated reimbursement of up to 50% of the teacher's salary.

Expected Outcome: More adult students will be served.

The Departments of Higher Education and Elementary and Secondary Education should encourage the schools, colleges, and institutions to implement numerous short-term and intermediate-term programs (up to six months in length) for credit or non-credit instruction, based on a valid and reliable local needs assessment.

Expected Outcome: Students referred from One-Stop Career Centers will have several options for "quick start" training and education to get into the labor market.

Develop a consolidated inventory of short-term training programs that is accessible through the One-Stop Career Center System.

Expected Outcome: One-Stop Career Center customers will have up-to-date information.

The Departments of Higher Education and Elementary and Secondary Education should develop quick turn around systems for approving reimbursable or non-reimbursable short-term credit (or non-credit) training and education programs.

Expected Outcome: Selected programs to be offered by schools, colleges, and institutions will be approved by the Departments of Higher Education and Elementary and Secondary Education within one week to no more than 60 days.

3. What initiatives do the post-secondary schools and colleges feel the new Workforce Development System could implement to improve student success?

Guidelines for approving individual training account vouchers should be carefully crafted through cooperative relationships with the state, the Local Workforce Investment Board, training providers, and state and federal financial aid staff.

Expected Outcome: Individual training accounts will more accurately meet the financial needs of customers.

Adult and post-secondary schools, colleges, and institutions need access to students' earnings records both before and after training and education, while maintaining individual privacy.

Expected Outcome: Access to wage and salary records will assist the Workforce Development System in measuring its effectiveness against the Governor's Outcomes.

Expected Outcome: Improved consumer information and quality control information for adult and post-secondary institutions.

[Note: The Education Taskforce established a credentialing committee consisting of state and local staff with specialized knowledge of counseling, assessment, and staff training. In addition, the Taskforce established a capacity building committee consisting of state agency trainers, staff of university training institutes, and local staff. The recommendations of both committees were similar in nature.]

Training and professional development should be a priority in all agencies investment of time and funds. The Education – Workforce Development Taskforce strongly recommends a mandatory credentialing process to provide uniform training in the career development competencies necessary to assist One-Stop Career Center customers and any other customers moving through the Workforce Development System.

A standing capacity building committee is recommended to be established. The committee would report to the Division of Workforce Development. The Committee, comprised of local and state agency personnel, would focus on planning the technical assistance, professional development, and cultural change needs of the system's internal customers. Committee responsibilities would include:

- *Evaluating state and national credentialing alternatives and recommending a credentialing process that accommodates staff at all educational levels and work experience. The process would also include professional development for members of local and state workforce development boards. The process and delivery system would be in place by the year 2002.*
- *Identifying who would be required to be credentialed within the Workforce Development System.*
- *Responsibility for bringing workforce development decision makers together for support of the process and the requisite funding.*
- *Structuring a network of providers for technical assistance to state and local workforce partners.*
- *Identifying trainers and training resources.*
- *Communicating, coordinating, and planning with the Human Resources committee.*
- *Responding to state and local needs of partners.*
- *Identifying continuing education requirements.*
- *Identifying competencies required for workforce development based on existing state and national training programs (i.e. NOICC).*
- *Keeping people informed of training available.*
- *Coordinating and articulating training system to include:*
 - *Maintenance of records of participation.*
 - *Classification of courses against certification requirements.*
 - *Reaching agreement of comparability of courses.*

A professional development plan for workforce development personnel is recommended to be established that allows for adequate incentives for advancement. Incentives would include reimbursement for tuition, license fees, and other costs that are job-related. The professional development plan would include membership in a job-related professional organization.

The Division of Workforce Development is recommended to adopt, as one of its priorities, the funding of professional development incentives for all workforce partners. Example: The Division of Workforce Development might share expenses reimbursement expenses on tuition and license incentives with local workforce partners.

The Education – Workforce Development Taskforce recommends that appropriate career fields that require a state license and / or certification be required to modify training competencies to reflect the needs of the Workforce Development System. Example: Individuals with credentials in the following areas should be knowledgeable of the Workforce Development System such as: Licensed Clinical Social Worker (LCSW), Licensed Professional Counselor (LPC), public school counselors, licensed psychologists, Certified Vocational Resource Evaluator (CVRE), and those holding Certified Rehabilitation Counselor (CRC) credentials. In addition, elementary and high school teachers and

community college personnel need a basic understanding of workforce development policy procedures to assist students in the "first chance" Workforce Development System.

The selected credentialing process must be included in the Missouri Training and Employment Council One-Stop Career Center Standards.

Expected Outcomes: Education – Workforce Development Taskforce members believe that if the recommendations identified above are adopted, the following goals would be achieved:

- There will be greater consistency in the level of service and quality of service across the State.
- Customer results such as employment, retention, earnings, and welfare reduction will improve.
- Improved workforce development personnel competency, reduction in employee turnover, and improvement of morale will occur.
- The marketability of the Workforce Development System to its customers will increase.
- The duplication of training resources will be reduced.
- Through a better understanding of agency roles, a systems approval to workforce development will be developed.
- Bridging technical assistance and professional development needs will result in a more personal level, customer centered, approach to the services provided.

All Missouri licensure and examination boards, under the Division of Professional Registration, are considered to be important contributors to the State's priority of workforce development, training, and education. Under the new Workforce Development System, it is strongly recommended that licensure and examination boards, on an annually basis, be mandated to report the pass / no pass results of all examinees back to the respective training and education schools, colleges, and institutions.

Expected Outcome: Reporting by state licensuring boards will fulfill the new Workforce Investment Act requirement to provide institutional performance data, such as, number of program completers, number that pass state or national licensure / certification examinations.

Provide professional development activities to adult-level instructors employed at schools, colleges, and institutions to deal with the problems that hard-to-serve special population student groups encounter.

Expected Outcome: Special population students will be more likely to succeed and benefit from training and education.

Devise incentives and / or consequences for targeted groups to increase participation in workplace readiness training.

Expected Outcome: Incentives and / or consequences should result in increased participation in education and training services.

Seek assistance in dealing with individual barriers such as transportation and daycare.

Expected Outcomes: Where gaps occur in providing services, bridge barriers with improved or enhanced services. Agencies need to share information about resources that are available to address customer barriers.

Study the feasibility of collocating some Adult Basic Education / General Equivalency Diploma centers in One-Stop Career Centers. At the same time, change Adult Basic Education reimbursement rules to focus on results.

Expected Outcome: *The number of Adult Basic Education / General Equivalency Diploma centers at One-Stop Career Centers will be increased. A clearer connection will then be made between General Equivalency Diploma attainment and employment.*

It is recommended that state general revenue and federal funds not be disbursed to any training and education provider that does not meet eligibility and certification requirements as determined by the Department of Elementary and Secondary Education (Adult and Vocational Education and Vocational Rehabilitation Divisions), the Department of Higher Education, and the Commission on Accreditation for Rehabilitation Facilities for Community-Based Rehabilitation Agency programs.

Expected Outcome: *Local workforce development boards under the Workforce Investment Act would fund individual training accounts only to accredited, certified, and eligible schools, colleges, and institutions approved by the above agencies and programs.*

4. How can assessment prior to being admitted to a post-secondary school or college be improved?

Post-secondary institutions need assessment information upfront on referrals to best provide, arrange and /or develop supportive services to maximize system outcomes. All applicant information must be provided to the post-secondary institution.

Expected Outcome: *More appropriate occupational placement and better program and employment retention can be achieved. Support services will be targeted to individual needs.*

Consolidate statewide student / client management information databases to make client services more efficient and communicative.

Expected Outcome: *A case management system will exist that will adequately inform all client service representatives of the current status of each customer.*

Maintaining the latest, most accurate labor supply / demand and employer / job information is a top priority. It is highly recommended that a new occupational information system be created that is current within three months, projects future needs with a high degree of reliability and validity, and avoids the duplication of efforts undertaken by multiple state and local agencies.

Expected Outcome: *Reliable labor supply / demand information that is current and useful will improve decision making by training providers and customers.*

[Note: The Education – Workforce Development Taskforce established an assessment committee consisting of state and local staff with specialized knowledge of counseling, assessment, and staff training.

Workforce development staff must use common terminology within the system.

Expected Outcome: *Common terminology will reduce customer confusion and confusion among partner agencies serving the customer.*

The Workforce Development System should use terms such as screening, comprehensive assessment, and career evaluation. These terms can be loosely applied to core, intensive, and training services categories contained in the Workforce Investment Act; Levels 1, 2, and 3 designations used within the Temporary Assistance program; Levels 1, 2, and 3 as utilized by career evaluation staff; and triage training provided by the Missouri Training Institute.

The following definitions should be broadly used and applied:

Screening: An initial process to determine the level of services needed. It consists of gathering information from an application or an application and initial interview. Screening results in directing the customer to services that are immediately available, referral to a partner service agency or case manager where appropriate. The point person during the screening phase is critical to the assessment and referral process. The point person will need specialized training and work experiences to effectively route customers to the most appropriate service, agency, or case manager.

Comprehensive Assessment: A multi-agency diagnostic process that determines occupational strengths, barriers, and needs. It is utilized to empower the customer to develop a realistic plan of action.

Career Evaluation: A focused specialized evaluation process to determine the service needs and direction of the customer for a specific training activity. It builds on prior assessments and supports / validates the customer's choice.

Expected Outcome: Adoption of the recommended terminology or agreement on terminology will advance One-Stop Career Center staff and customer understanding. It should be understood that "assessment" is an ongoing process. It is customer-based and results in job attainment and retention. The customer must have buy-in into the process and services, referral, and case management that results from the assessment.

Customers are sometimes placed in services that are programmatic "holding areas" or that are designed for them to fail. Customers should be screened and assessed into appropriate services designed for them to succeed. Example: A client without a high school diploma or equivalency is placed into employment without identification of adult basic education resources in the community and referral to the nearest adult basic education program. The client is unlikely to obtain employment, retain employment, and / or achieve improved earnings without a General Equivalency Diploma.

Expected Outcome: Appropriate services will lessen client discouragement and will improve results for the client and the system.

5. How can the new Workforce Development System assist in evaluating placement rates of education and training programs among post-secondary schools and colleges?

Various databases should be consolidated to track student success criteria by postsecondary institutions. Schools, colleges, and institutions should be presenting results that can be related back to the Governor's Show-Me Results, Governor's Outcomes, as well as the Departments of Higher Education and Elementary and Secondary Education and other consolidated state agency accountability measures.

Expected Outcome: Better information on how resources are utilized will improve state and local decision making.

It is highly recommended that Departments of Higher Education and Elementary and Secondary Education adopt the new American College Testing, Inc. product "Counseling for High Skills" or other products which can be used by Missouri's area vocational technical schools, community colleges, selected baccalaureate institutions, and proprietary schools to measure customer satisfaction.

Expected Outcome: *A consistent easily administered program to track institutional customer information will aid in fulfilling the consumer information requirements of Workforce Investment Act.*

6. What initiatives can be implemented to improve the marketing of programs offered by post-secondary schools and colleges?

Post-secondary education and One-Stop Career Centers must participate in joint marketing efforts that lend mutual support to the Workforce Development System, in general, and the need for post-secondary vocational and technical education in particular, to meet the economic development needs and consumer information needs of Missourians.

Expected Outcome: *Some marketing done from a centralized statewide coordinating perspective will be more effective than individual decentralized efforts.*

It is recommended that the Department of Transportation be required to place highway signs identifying the location of full-service One-Stops and post-secondary institutions (i.e., public area vocational technical schools, private career schools, and other institutions and agencies to be identified).

Expected Outcome: *Increased visibility and promotion of One-Stop Center Centers and adult and post-secondary education schools, colleges, and institutions as important economic development resources.*

Existing state and statutory authorities, certification, and accreditation mechanisms should be utilized to meet school approval requirements subject to the required consumer performance information of the Workforce Investment Act. It is further recommended that this issue be referred to the Statutes and Legal Taskforce. These certification and accreditation standards and requirements are governed by, but not limited to:

- *Commission on Accreditation of Rehabilitation Facilities;*
- *Department of Elementary and Secondary Education (Vocational Rehabilitation, Veterans' Education, Adult Basic Education / General Equivalency Diploma, Adult and Vocational Education);*
- *Department of Higher Education (Title IV eligibility established for financial aid purposes by the Higher Education Act of 1965, and proprietary school / private career school certification); and*
- *North Central Accreditation Association.*

Expected Outcome: *Consumers will be protected from unlicensed and unapproved schools offering services to One-Stop Career Centers customers. Local workforce development boards will be prohibited from contracting with unapproved or unlicensed vendors.*

Give top priority to collocating a certain number of One-Stop Career Centers or satellite centers in the facilities of the local public area vocational school, community college, or baccalaureate institutions, and private proprietary career schools.

Expected Outcome: Certain savings could be realized by exchanging commercial property leases for shared use of state or locally owned community college property. The philosophy of a One-Stop Career Center would truly be realized when in-take, and assessment services are closely associated with the training and education services.

All state agencies involved in One-Stop Career Centers and the new Workforce Investment Act, must recognize that the majority of the state's workforce development training and education programs provided by adult and post-secondary schools and colleges are not federally mandated or funded through the federal government.

Expected Outcome: Communicating and affirming that the State's Workforce Development System is a dynamic broad array of training and education courses and programs funded by state general revenue, as well as federal Department of Education funds. The majority of the education and training programs, courses, and services offered by community colleges, area vocational schools, proprietary schools, and selected baccalaureate institutions do not rely on, or strategically plan for, revenue streams funded through the United States Federal Department of Labor.

7. What information can the new Workforce Development System provide the post-secondary schools and colleges to assist individual planning processes?

Adult and post-secondary schools, colleges, community rehabilitation programs, and institutions must be active members on the local and regional Workforce Development Boards and youth councils. Post-secondary institutions must be informed and educated as to their role on the Workforce Development Boards and One-Stop Career Centers.

Expected Outcome: Participation, input, and commitment is essential from agencies that do the initial assessment to schools that do the education and training.

It is highly recommended that no local or regional workforce development board duplicate any training or education programs / courses that are traditionally and regularly offered by the recognized schools, colleges, community rehabilitation programs, and institutions. Care must be given to avoiding duplicated services, resources, and expenditures among multiple agencies.

Expected Outcome: Duplicated courses and programs will be eliminated by non-authorized state agencies. Only the Departments of Higher Education and Elementary and Secondary Education approved schools, colleges, and institutions will become the sole providers of workforce education and training.

Adult and post-secondary education schools, colleges, and institutions will be included in the One-Stop Career Center as required partners. Section 121(d)(2) of the Workforce Investment Act identifies post-secondary institutions as "may be" included partners in the One-Stop Career Centers.

Expected Outcome: Greater collaboration, on-site customer service, and other valuable resources will be provided by local and regional schools, colleges, and institutions at the One-Stop Career Center.

Adult and post-secondary education schools, colleges, programs, and institutions must be recognized as the State's primary partners when long-range statewide economic development plans that are at stake.

Expected Outcome: Adult and post-secondary institutions will develop curriculum and programs to meet local training needs as they occur.

Post-secondary education providers need accurate and timely local labor market information. The information that is currently available is typically provided on a statewide basis and is dated. New procedures or collection methods must be developed and information disseminated to enable post-secondary institutions to meet rapidly emerging needs as they occur.

Expected Outcome: Local employer training needs will be met more effectively.

Ensure that other state plans such as Adult Education and Literacy, Carl Perkins, Tech Prep, School-to-Work, Welfare-to-Work, temporary assistance are strategically linked to state plans under the Workforce Investment Act.

8. Can the Service Delivery Areas or the Labor Market Area regions and the community college service regions defined in Senate Bill 101, (1995) and authorized in the State Plan for Postsecondary Technical Education be aligned?

At the November 17, 1998, Missouri Training and Employment Council meeting in Jefferson City, the executive committee developed principles to follow when determining options for designation of local workforce investment Boards. The Education – Workforce Development Taskforce endorses the following principles regarding the consolidation of functional maps and designated state agency regions:

- They should be based on the customer / employers and job seekers (taxpayers/citizens).
- Existing / emerging labor market areas, regional centers of retail trade, and access to services (Adult Basic Education / General Equivalency Diploma, adult and post-secondary vocational / technical education and training, healthcare, transportation, and technology transfer) should be taken into account.
- Economies of scale can be realized.
- Location of capital and infrastructure should be considered.
- Consideration should be given to balance of population, taking into account differences between rural and urban areas.
- The number of Workforce Investment Act Areas in the state should not be less than 8, but no more than fifteen.
- Efforts should be made to preserve county boundaries, with the exception of established MSAs.
- The criteria used to determine the Workforce Investment Act areas should be defensible.

Expected Outcome: If the Service Delivery Areas are redrawn, and another map created, the decision making process will be more rational and less political.

It is a top priority that the Workforce Development Partners re-examine the duplication of local governance entities promulgated by federal legislation and conditional on federal recognition and compliance in order to receive funding. The Taskforce believes that Missouri has too many councils with membership lists that are politically motivated, expensive to operate, top-heavy with state agency personnel, and that fail to rotate ineffective members off. Strong consideration should be given to consolidating and eliminating certain similar and redundant structures. Currently there are at least 4 councils functioning at the local level that may be duplicating workforce, labor market, and other advisory duties. These include:

- Private Industry Councils;

- Job Service Employer Committees;
- Community Partnership Councils; and
- School-to-Work Partnership Councils.

It is noted that some of these councils exist because federal mandates require them as a condition for receiving funds. Frankly, the Education – Workforce Development Taskforce believes that the state has too many councils with membership lists that are duplicative, top-heavy with state agency and educational personnel, and fail to rotate ineffective members off the councils.

Expected Outcome: *Through consolidation, establish one workforce development board that embodies the responsibilities of the current five councils identified above.*

At least one representative from a public adult and post-secondary education institution should be represented on all newly constituted Workforce Investment Act regional workforce development boards. Additional representatives from private vocational technical institutions, community rehabilitation programs, and apprenticeship training programs are strongly recommended.

Expected Outcome: *Assure that administrative leaders of adult post-secondary education, training schools, colleges, institutions, and community rehabilitation programs are able to share their knowledge and expertise with other members of the Workforce Development Board.*

The Governor and the State Workforce Investment Board should challenge local elected officials to configure or re-configure regional workforce investment boards required under the Workforce Investment Act with new members.

Expected Outcome: *The Workforce Investment Act focuses workforce development on a much broader array of programs and issues than those faced by private industry councils under the Job Training Partnership Act. While recognized leaders should be retained under Workforce Investment Act, fresh faces are needed to take advantage of the new opportunities that the Workforce Investment Act will afford.*

EDUCATION – WORKFORCE DEVELOPMENT TASKFORCE

FINAL RECOMMENDATIONS

Strategic Issues

A common goal for education and business has emerged. Educating and training Missouri's workers has become paramount to our economy, our standard of living, and our influence in the global economy. It is gratifying to see that Missouri's adult and post-secondary public and private vocational technical institutions are leading the way in workforce development. The Missouri Workforce Development System Transition process is very ambitious when viewed from separate taskforce groups, including the Education – Workforce Development Taskforce.

For clarity and in the context of this project, the Education – Workforce Development Taskforce focused on the adult and post-secondary education and training delivery system, including the following Missouri providers:

- Seventy Adult Basic Education-General Education Development centers;
- Fifty Seven public area vocational technical schools;
- Twelve public community college districts (17 permanent campuses);
- Thirteen public baccalaureate institutions;
- Nearly 150 proprietary (private for profit) career schools;
- Seventeen non-profit community rehabilitation programs; and
- eligible Department of Labor apprenticeship training programs.

There is little doubt that these fine Missouri schools, colleges, institutions, and agencies are fulfilling a major need in preparing today's workers and are paving the way for preparing tomorrow's workers with the knowledge and skills needed for our prosperity in the global marketplace.

The signal key to Missouri's economic future is the ability to have a productive and skilled workforce. The recommendations from this taskforce indicate that the education and training providers and the business community recognize the importance of having and keeping knowledgeable workers. The State's public and private schools and institutions are responding to this growing need in exemplary fashion.

The federal government through the Workforce Investment Act of 1998 and Carl Perkins Vocational Education Act is advocating a major overhaul of the job training system because policy makers, both in Missouri and in Washington, also understand the importance of building and maintaining a world-class workforce. As Missouri's agencies and departments move forward, we must collaborate as never before. There is a natural opportunity here for Missouri's training and education providers to move into collaborative relationships with business and state agencies.

Workforce Training Trends

Every major industry, except education and government, has made significant changes in how it does business and serves people. Too often educators and agencies of state government resist change by clinging to the way things have been done in the past and by doing business as usual. However, Missouri's public and private education and training schools, colleges, and institutions, and Missouri Training and Employment Council partners in state government have demonstrated the willingness to change and be responsive to marketplace needs.

The public and private providers of vocational / technical education and training will continue to change and be responsive to the new economy and workforce trends in Missouri. These schools and institutions know very well about the changing landscape of workforce training and

education. Here are a few statistics driving the ambitions of Missouri's adult and post-secondary educational providers.

- Sixty-five percent of new jobs by the Year 2000 will require post-secondary education and training beyond high school, but below the baccalaureate level (Day, 1996).
- According to a recent *Kiplinger Washington Letter*, the number of manufacturing jobs will continue to decline. They represented 17 percent of all jobs in 1996 and will decrease to approximately eight percent by 2015 (*Kiplinger*). The good news is that these jobs will be replaced by highly skilled and highly paid machine operator technician jobs.
- Toward the Year 2000, the National Center for Education Statistics projects an increase of only five percent enrollment among students under 25 years of age. However, it also projects a 16 percent increase in enrollment of students over 25 years old (Gerald, Horn, and Hussar, 1989).
- Seventy-five percent of the current workforce will need training by the Year 2000, according to the U.S. Department of Labor and the American Society for Training and Development (Day, 1996).
- Seventy percent of the people who will be working in the Year 2000 are on the job now (Commission on the Skills of the American Workforce, 1990).
- Today's workers need to be proficient learners-knowledgeable, skilled, and communicative, as never before.

The Role of Missouri's Education and Training Providers

Over the past 10 years, Missouri Adult Basic Education / General Equivalency Diploma, area vocational technical schools, community colleges, selected baccalaureate institutions, proprietary (private career schools), community rehabilitation programs, and Department of Labor eligible apprenticeship programs have continued to make significant contributions as quality workforce education and training partners with business and industry. These schools and institutions have emerged through entrepreneurial initiatives, and by Missouri statutes, as the primary providers of the workforce education and training required to revitalize and maintain the competitiveness of Missouri's business and industry. A number of reasons include:

- These providers have had a long history of providing vocational, technical, and career training in careers and occupations that reflect the needs of their local economies.
- These providers have a close working relationship with local constituents, including local business and industry.
- These providers already provide a variety of training programs and services where the unmet need for worker training is the greatest, and where duplication by other agencies does not make good political and / or economic sense.
- These providers have considerable successful experience in operating a broad array of non-federally supported programs and services for adult students, employees, and employers.
- These providers have a long tradition of investments in alternative delivery mechanisms that are well positioned to serve adult learners, and should not be duplicated by other agencies.
- These providers have also invested heavily in academically credentialed personnel and student support services, such as career planning and placement, career and aptitude assessment, job placement, and financial aid, and should not be unnecessarily duplicated by other agencies.

- These providers are located within commuting distance of more than 90 percent of the local population of Missouri, so the purchase of training and education from institutions located among border states is not necessary.
- The community colleges, in collaboration with other training and education providers, have divided the state into 12 service regions that serve as a voluntary "no cost" system for coordinating the workforce development needs of the individual regions.
- As fully accredited organizations, community rehabilitation programs are acknowledged leaders in providing training and assessment services to trainees with disabilities and other economic disadvantages.
- The U.S. Department of Labor eligible apprenticeship training programs sponsored by labor organizations are recognized leaders in providing individuals with formal post-secondary vocational and technical training in the trade and craft occupations (carpenters, electricians, operating engineers, millwrights, etc.).
- Through Senate Bill 101 (Chapter 178.637 RSMo, 1995) and through the Department of Higher Education *Blueprint for Higher Education in Missouri*, the state plan for Post-secondary Technical Education was created in 1996. The State Plan called for the creation of Regional Technical Education Councils among the 12 community college service regions. These Regional Technical Education Councils are an effective means of coordinating the workforce development needs within the training and education service regions.

Customers (Students) Served by Missouri Public and Private Institutions and Organizations

Missouri's public and private schools, colleges, universities, community rehabilitation programs, and apprenticeship training schools serve a continuum of learners being trained and educated to enter and, perhaps, re-enter the workforce. These four distinct student groups include:

- the *emerging* workforce learner;
- the *existing* workforce learner;
- the *transitional* workforce learner; and
- the *entrepreneurial* workforce learner (Zeiss, 1998).

Emerging workforce learners, the first student group, can be described as young persons exploring occupational careers preparing for a first career. These 18-22 year old students are commonly referred to as traditional students. They are the group around which community colleges, baccalaureate institutions, and proprietary schools tend to design their systems and methods of instruction.

Second is the *existing workforce learner*, a full or part-time employee who needs education to remain competitive on the job. This learner, seeking additional education and training about his or her job, is part of the post-secondary and adult sector that is currently experiencing explosive growth. This growth comes as a result of employers who worry, not only about the skill level of workers in the future, but about keeping the skill levels of the present workforce current.

Many employers are turning to area vocational technical schools, proprietary schools, and community colleges to obtain customized workplace training that is often short-term, cutting edge, and specialized. As a result, schools and colleges have had to change their concepts of instruction to accommodate this rapidly growing market. Working with this existing workforce can be a golden opportunity to keep faculty and the curriculum at state-of-the-art levels of quality.

Transitional workforce learners, the third group, are best described as those individuals who are transitioning into the workforce because they have been downsized or right-sized. Others may be disenfranchised in some way because of some debilitating condition needing rehabilitation. They require their education and training to be delivered in a results-oriented manner. Sometimes, it means education about how to get the next job or select a different career. At other times, it means fast track, relevant training that leads to immediate employment. The transitional learners are traditionally those who are targeted by state and / or federally mandated or federally funded workforce training priorities, such as the Job Training Partnership Act, and the new Workforce Investment Act of 1998.

Responding to urgent needs and with non-bureaucratic support systems are keys to success for the transitional workforce learner. Education in 15 weeks or in two-year packages may not work. Not only time frames, but course content, may need to be refashioned. In this arena of education and training, choices about "need-to-know" and "nice-to-know" content have to be made, especially when time and money are limited. Because of traditional values and past practices, some schools and colleges have been slow to offer conventional certificate and AAS degree programs on a short-term, modularized, open-entry, and exit mode of instruction.

The fourth group, *entrepreneurial workforce learners*, can, and should, push the instructional units of schools and colleges very hard to make their education relevant. These people are starting or already own their own businesses, one of the fastest growing business and job market segments in Missouri. Whether the instruction is credit or non-credit is not as important to this group as the relevancy and immediacy of the instruction.

It is important to note that most of these above named student learner types will initiate requests for training and education services through the admissions offices of the State's public and private education and training providers. Many of the transitional students will seek training and education directly through the One-Stop Career Centers, and then be referred to one of Missouri's fine schools, colleges, or institutions. The traditional student recruiting, marketing, and promotion strategies employed by the public and private schools and colleges in Missouri are long-standing, effective, and will continue to carve out highly prized market niches for the majority of current and future workers in Missouri. Therefore, One-Stop Career Centers will continue to have limited competitive advantages over the time-proven marketing, recruitment, and assessment functions designed for traditional (emerging), existing, and entrepreneurial workforce learners.

Desired Outcomes

A successful workforce development system will fully recognize and utilize the state's system of public and private schools and colleges and community rehabilitation providers as the primary provider of training and education. The desired outcomes could be centered on:

- more short-term and open-entry/open-exit training courses will be offered;
- the availability of up-to-date information on courses available and their effectiveness;
- protecting consumers from unlicensed and unapproved schools offering services to One-Stop Career Center customers;
- staff training and credentialing leading to greater consistency in the level of service and quality of service across the State;
- improvement of customer results such as employment, retention, earnings, and welfare reduction;
- the establishment of one workforce development board that embodies the responsibilities of the current four councils;

- providing reliable labor supply / demand information that is current and useful will improve decision-making by training providers and customers;
- providing on-site customer service and other valuable resources by local and regional schools, colleges, and institutions at One-Stop Career Centers;
- more effectively meeting local employer training needs;
- establishing effective local and state linkages between training and education providers and One-Stop Career Centers;
- fuller utilization of current education and training services and programs;
- avoidance of duplicated programs operated by other agencies with no statutory authority to provide education and training;
- effective expenditure of federal and state training funds;
- improving the process to provide education and training for workers in transition between jobs;
- informed coordination among state agencies and schools and colleges that function as the primary training and education providers;
- enhanced delivery of new and improved training programs by the schools and colleges; and
- improved accountability and reporting techniques for institutional measures of success.

Questions to be answered by the Education Taskforce

The Workforce Development System comprises a wide variety of education and training providers such as Adult Basic Education / General Equivalency Diploma centers, community colleges, area vocational technical schools, four year baccalaureate institutions, private career schools (proprietary institutions), community rehabilitation programs, and apprenticeship training schools. These schools, colleges, institutions, and agencies are in place to meet the needs of the state and are able to aid local communities in tying the Community School-to-Careers System, Tech-Prep, A+ Schools, customized training, post-secondary technical education, and other education and training initiatives and services to the One-Stop Career Center concept.

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December 7, 1998 Capacity Building Committee Meeting

The Committee recommends that a capacity building standing committee be established. The Committee would report to the Division of Workforce Development. The Committee comprised of local and state agency personnel would focus on planning the technical assistance, professional development, and cultural change needs of the System's internal customers. The Committee would have the following responsibilities:

- identify trainers and training resources;
- communicate, coordinate, and plan with the Human Resources Committee;
- respond to state and local needs of partners;
- identify continuing education requirements;
- identify competencies required for workforce development based on existing state and national lists;
- keep people informed of training available; and
- coordinate and articulate training system to include;
 - maintenance of records of participation;
 - classification courses against certification requirements; and
 - reach agreement of comparability of courses.

The Committee recommends that training and professional development should be a priority in all agency's investment of time and funds.

Expected Outcome: Education – Workforce Development Taskforce members believe that if the recommendations identified above are adopted, the following would be achieved:

- improved workforce development personnel competency, reduction in employee turnover and improvement of morale will occur;
- there will be greater consistency in the level of service and quality of service and across the state;
- reduce the duplication of training resources;
- through a better understanding of agency roles, a systems approval to workforce development will be developed; and
- bridging technical assistance and professional development needs will result in a more personal level - customer centered – approach to the services provided.

December 4, 1998 Credentialing Committee Meeting

The Education – Workforce Development Taskforce strongly recommends establishing a mandatory credentialing process to provide uniform training in the career development competencies necessary to assist One-Stop Career Center customers and any other customers moving through the Workforce Development System.

The Education - Workforce Development Taskforce recommends an implementation standing committee be established consisting of state and local workforce development partners that would:

- evaluate state and national credentialing alternatives and recommend a credentialing process that accommodates staff at all educational levels and work experience. The process would also include professional development for members of local and state workforce development boards. The process and delivery system would be in place by the year 2002;
- identify who would be required to be credentialed within the Workforce Development System;

- be responsible for bringing workforce development decision makers together for support of the process and the requisite funding; and
- structure a network of providers for technical assistance to state and local workforce partners on the certification process.

The Education – Workforce Development Taskforce recommends a professional development plan for workforce development personnel be established that allows for adequate incentives for advancement. Incentives would include reimbursement for tuition, license fees, and other costs that are job related. The professional development plan would include membership in a job related professional organization.

The Education - Workforce Development Taskforce recommends that the Division of Workforce Development adopt as one of its priorities the funding of professional development incentives for all workforce partners. Example: The Division of Workforce Development division might share reimbursement expenses on tuition and license incentives with local workforce partners.

The Education - Workforce Development Taskforce recommends that appropriate career fields that require state license and / or certification be required to modify training competencies to reflect the needs of the Workforce Development System. Example: A Licensed Clinical Social Worker (LCSW) and high school counselor may both be required to take course work which leads to a basic understanding on the policies, procedures, and operation of the Workforce Development System.

The Education - Workforce Development Taskforce recommends that the selected credentialing process be included in the Missouri Training and Employment Council One-Stop Career Center Standards.

Expected Outcomes: Education - Workforce Development Taskforce members believe that if the recommendations identified above are adopted, the following goals would be achieved:

- There will be greater consistency in the level of service and quality of service across the state.
- Customer results such as employment, retention, earnings, and welfare reduction will improve.
- Improved workforce development personnel competency, reduction in employee turnover, and improvement of morale will occur.
- The marketability of the Workforce Development System to its customers will increase.

The Education - Workforce Development Taskforce recommends that appropriate career fields that require a state license and / or certification be required to modify training competencies to reflect the needs of the workforce development system. Example: Individuals with credentials in the following areas should be knowledgeable of the Workforce Development System such as: Licensed Clinical Social Worker (LCSW), Licensed Professional Counselor (LPC), public school counselors, licensed psychologists, Certified Vocational Resource Evaluator (CVRE), and those holding Certified Rehabilitation Counselor (CRC) credentials. In addition, elementary and high school teachers and community college personnel need a basic understanding of workforce development policies procedures to assist students in the "first chance" workforce development system.

The selected credentialing process must be included in the Missouri Training and Employment Council One-Stop Career Center Standards.

Expected Outcomes: Education - Workforce Development Taskforce members believe that if the recommendations identified above are adopted, the following goals would be achieved:

- There will be greater consistency in the level of service and quality of service across the State.
- There will be greater consistency in the level of service and quality of service across the State.
- Customer results such as employment, retention, earnings, and welfare reduction will improve.
- Improved workforce development personnel competency, reduction in employee turnover and improvement of moral will occur.
- The marketability of the Workforce Development System to its customers will increase.

December 3, 1998 Assessment Committee Meeting

The Education - Workforce Development Taskforce established an assessment committee consisting of state and local staff with specialized knowledge of counseling, assessment, and staff training. The Committee made the following recommendation:

- Workforce development staff must use common terminology within the system. Common terminology will reduce customer confusion as well as confusion among partner agencies serving the customer.

Committee members recommended that the Workforce Development System consider using terms such as screening, comprehensive assessment, and career evaluation. These terms can be loosely applied to core, intensive, and training services categories contained in the Workforce Investment Act; Level 1, 2, and 3 designations used within Temporary Assistance programs; Levels 1, 2, and 3, as utilized by career evaluation staff; and triage training provided by the Missouri Training Institute.

Members emphasized that assessment is an ongoing process. It is consumer based and results in job attainment and retention. Committee members recommended that the following definitions be broadly used and applied to screening, comprehensive assessment, and career evaluation:

- **Screening:** An initial process to determine the level of services needed. It consists of gathering information from an application or an application and initial interview. Screening results in directing the customer to the services that are immediately available, such as referral to a partner service agency or case manager, where appropriate.

The Committee wishes to emphasize the point person at the screening phase is critical to the assessment and referral process. The point person will need specialized training and work experiences to effectively route customers to the most appropriate service, agency, or case manager.

- **Comprehensive assessment:** A multi-agency diagnostic process that determines occupational strengths, barriers, and needs. It is utilized to empower the customer to develop a realistic plan of action services.
- **Career evaluation:** A focused specialized evaluation process to determine the service needs and direction of the customer for a specific training activity. It builds on prior assessments and supports / validates the customer's choice.

Members commented that customers are sometimes placed in services that are programmatic holding areas or that are designed for them to fail. Customers should be screened and assessed into appropriate services designed for them to succeed.

UNIFIED BUDGET AND COST ALLOCATION TASKFORCE

This portion of the Appendix reflects the work of the Unified Budget and Cost Allocation Taskforce and should be viewed as reference material for this document only. Some of the recommendations have been incorporated into New Directions in Workforce Development.

UNIFIED BUDGET AND COST ALLOCATION TASKFORCE WORK PLAN

STRATEGIC ISSUES

With current trends to streamline expenditures and make government more cost effective the need arises to integrate and consolidate employment and training programs. Controlling administrative and overhead costs can often improve the overall cost effectiveness and allow additional staff and funds to be focused on customer services. Missourians are entitled to benefit from efficient and effective utilization of government funds.

DESIRED OUTCOMES

A successful unified budget and cost allocation system emphasizing One-Stop Career Centers will result in:

- A plan that allows for the exchange of resources among fund sources conducting similar activities;
- Administrative cost effectiveness;
- Shared resources, teamwork and improved budget and program management;
- The redirection of funds and the identification of duplicated services; and
- The identification of activities and services that will be delivered jointly and the establishment of a distribution of costs.

A successful unified budget and cost allocation system emphasizing state consolidation will result in:

- A complete budget by September 15, 1998;
- Approval by the Missouri General Assembly;
- Approval by the Regional Cost Negotiator;
- A plan that meets existing federal standards for allocating costs; and
- The development of a budget tracking and reporting system to document and analyze costs and outputs.

QUESTIONS TO BE ANSWERED BY THE TASKFORCE

1. What is meant by a "Unified Budget"?

A new budget entity based on consolidation of the former separate budgets.

2. A unified budget presentation can be made for the new division but technically doesn't each department's budget stay separate?

Yes, and both Department of Labor and Industrial Relations and Department of Economic Development may likely contract with each other for services.

3. What cost allocation models are admissible to utilize in this workforce development system?

To be determined but the subgroup feels the U.S. Department of Labor Technical Assistance Guide plus a few other options should be allowed. The report will also recommend a pilot be selected to use the Technical Assistance Guide.

- 4. What specific agreements must be reached between the participating agencies and funding sources?**
Site specific resource sharing agreements. It depends on collocation partner's resources.
- 5. How can the new budget be completed before it is determined exactly which programs will be transferred to the new division?**
The program information is not available.
- 6. How will staff salary differences be dealt within this unified budget?**
The issue was addressed by the Human Resource Taskforce.
- 7. What will be the operational funding structures for One-Stop Career Center Systems?**
The taskforce could not ascertain what this question refers to.
- 8. If outcome based services are provided, how will the system be designed to make periodic payments?**
Question is imbedded in One-Stop Cost Allocation.
- 9. How often will administrative costs be allocated?**
Related to the structure of the new Division. Depends on the entity basis, payroll frequency and reporting requirements.
- 10. How will Division of Employment Security owned property and equipment be transferred to Department of Economic Development?**
Moves with position. Seek U.S. Department of Labor determination.
- 11. Will the new division apply for an indirect cost rate?**
If needed.

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Resource Sharing Agreement

Missouri One-Stop Career Centers

Springfield, Missouri

A. Statement of Work

All parties providing services at any Springfield One-Stop Career Center agrees to provide all necessary customized services to all customers. The One-Stop Career Center will function as a network or system of services in two central physical locations, as well as bring partner agencies together electronically to provide clients immediate or accelerated access to an expanded and enhanced menu of services. All of the core services required for a one-stop career center are currently provided by one or more of the partner agencies, and these core services will continue to be available. These services include the following:

- eligibility determination;
- initial intake;
- orientation;
- intake and needs identification;
- assessment;
- Unemployment Insurance benefits;
- follow-up and/or case management;
- job search assistance and training, job development;
- self-service job search;
- career exploration resources and guidance;
- targeted recruitment and screening for employers;
- customized training development services for employers;
- job referral, job placement, job retention;
- job readiness preparation / employment readiness assistance;
- education services and information;
- job training services and information, including occupational skill training, basic skill training, on-the-job training, work experience, post-termination training;
- public assistance support services and information; and
- information on other community services not directly available through the center.

The one-stop career centers will also provide any and all computer based assistance including:

- internet-based labor exchange and labor market information through Missouri **WORKS!**;
- access to job education services;
- limited computer training;
- resume preparation; and
- all other data-base linkages, including other community services.

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Resource Sharing Agreement

Missouri One-Stop Career Centers

Springfield, Missouri

These services are necessary to achieve the requirements of each customer while accommodating customer choice. The integration of services and information in a cooperative environment will eliminate duplication and develop performance measurements that will focus on the obtainment of quality-based output and customer satisfaction measures. The partners agree that they are jointly responsible for the achievement of performance outcomes in this agreement.

The partners in the Springfield One-Stop Career Centers will develop an annual plan describing the services and activities to be provided and the projected number of participants to be served at the one-stop center. An associated funding plan will list each partner's financial commitment in terms of funding, staffing, and equipment/facility resources. The plan will also include estimates of the level of contribution for each of the partners providing direct services in the one-stop center. **(See attachments identifying estimates)**

B. Period of Performance

This agreement is effective July 1, 1999 through June 30, 2000, or until terminated by mutual consent or for "cause" or "convenience," as described in the Assurances and Certifications that are part of the Governance Agreement. Any party to this agreement may elect to terminate the agreement without cause by delivering a 30-day written notice of intent to terminate to the other parties. In the event of termination of the agreement, the parties agree to a settling of the accounts between them.

C. General Requirements

In support of the above activities the partners agree to provide resources to support the following services:

INTAKE

Intake includes the following activities:

- Eligibility Determinations
 - Needs Assessment
 - Referral to Another Activity/Service Provider
-
- Both Job Council of the Ozarks and Employment Services partners will provide intake and needs identification and will participate in the implementation of the integrated application.
 - Both Job Council of the Ozarks and Employment Security staff will be cross-trained to provide joint intake services, orientation, assessments and enrollment.
 - Each partner will provide intake and needs identification and will participate in the development of a common intake form to identify and address the needs of the customer. In addition, each of the partners will perform basic customer assessment. The assessment procedures will vary according to the unique services of each of the

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Resource Sharing Agreement

Missouri One-Stop Career Centers

Springfield, Missouri

partners. One of the functions of the one-stop centers will be development of a common assessment protocol for use by all partner agencies and organizations. Follow-up will be the responsibility of the partner performing the initial intake.

JOB READINESS PREPARATION AND JOB PLACEMENT

Job Readiness Preparation and Job Placement includes the following activities:

- Both Partners (Job Council of the Ozarks and Employment Security) to provide job development, referral and placement services and labor market information at both Springfield One-Stop Career Centers. Employment services referrals must be in accordance with selection criteria specified by the employer. Except when specifically agreed to by the employer, referrals on job orders will be accomplished by both Job Council of the Ozarks and Employment Security staff at both centers. Job orders taken by Job Council of the Ozarks will be recorded into the Missouri Works system.
- Self-service technology such as Missouri Works access and/or other Internet-based labor exchange systems or services will be provided by all partners at both Springfield One-Stop Career Centers.
- Job Readiness, counseling and guidance, job search preparation and training will be provided by Job Council of the Ozarks and Employment Security. With coordination and without duplication of services at both centers.
- Education services and information are provided both Job Council of the Ozarks and Employment Security as applies to specific program funding details.

CASE MANAGEMENT

The partner agencies involved and participating in the One-Stop Centers are committed to a client-centered, case management approach. Case Management includes a mix of part or all of the following functions:

- Counseling
- Guidance
- Comprehensive Assessment
- Service Strategy Development & Implementation
- Supportive Services
- Documented detail Case/Narrative Notes relating to contacts, progress and follow-up contacts
- Required maintenance and data entry relating to an automated Case Management System

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Resource Sharing Agreement

Missouri One-Stop Career Centers

Springfield, Missouri

These services are provided by Job Council of the Ozarks staff to participants in order to enable them to remain in program activities until successful completion of program/participant goals. Employment Services staff will support information flow to the Job Council of the Ozarks Case Management System as needed and also provide some case management for veterans requiring services.

SUPPORTIVE SERVICES

Supportive Services includes the following services:

- Both Springfield One-Stop Career Centers will provide information on public assistance, Food Stamps, Mental Health Services, Childcare resources, transportation resources, and health services, etc. Case managers for all partners shall be trained to help participants by providing information and/or assistance with making application and setting up appointments for individuals seeking such services as needed.
- Information on services not directly available at the center will be provided by partner agencies and by other agencies and organizations who wish to make such information available but not participate directly in providing services at the centers.

OTHER SERVICES

- All partners agree that staff will be cross-trained where appropriate to provide joint activities and services. Joint activities and services could include initial assessments, orientation, information and referral, full assessment, career guidance, case management, support services, referral to classroom training, post termination training, job development, job search, and job placement services.
- Job Council of the Ozarks offers full services under Job Training Partnership Act Title II and III to adults, youth and dislocated workers as applicable. This includes job assistance, job referral, assessments, follow-up, employability skills training, and counseling. All other needed Job Training Partnership Act services are processed and referred to the appropriate programs and/or training sites. Two Job Council of the Ozarks staff will work alternate schedules of Monday, Wednesday and Friday and Tuesday and Thursday, eight hours a day, respectively.
- The Employment Service will have one staff member located in the Job Council of the Ozarks One-Stop Center on Monday through Friday for eight hours a day to provide unemployment insurance claims, employment services including job orders and referrals.
- Division of Family Services has a staff person on site five days a week, 8 hours a day to provide social services case management assistance to clients in both Springfield One-Stop Career Centers.
- (Describe how Rehabilitation Services is represented here.)
- (Describe how any other partner agency services are represented here.)

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Resource Sharing Agreement

Missouri One-Stop Career Centers

Springfield, Missouri

MISCELLANEOUS OTHER REQUIREMENTS AND MORE DETAILED TASKS

Job Council of the Ozarks staff at the Employment Security One-Stop Career Center:

- Primary staff assignment will be to the Applicant Resource Center.
- Assist with applicant registration, both on-line and with scannable applications
- Assist customers with MO Works job searches
- Administer typing tests
- Assist clients with resume maker
- Provide instruction/assistance with all resources available in the Applicant Resource Center
- Pre-screen applicants for program eligibility (Job Council of the Ozarks & Others)
- Relieve switchboard/reception
- Triage walk-ins and telephone contacts
- Perform applicant profiling
- Attend regularly scheduled staff meetings
- Report to Ron Hubble, Employment Security Supervisor, who will be the Job Council of the Ozarks staff supervisory contact while stationed at Employment Security
- Hours at Employment Security are 8:00 a.m.—4:30 p.m. with a half hour for lunch. Job Council of the Ozarks staff will adhere to this schedule when assigned to the Employment Security One-Stop Career Center site.
- Ties are required for male staff at the Employment Security facility, except for Fridays. Business casual is appropriate on Fridays.
- No drinks are allowed on desks at the Employment Security facility—except for water in covered containers.
- Coffee drinkers at the Employment Security center pay \$4.00 per month unless an occasional coffee drinker then, \$1.00 per month or \$.25 per cup payment is required to help with the cost of supplies.
- Cross train Job Council of the Ozarks staff with Employment Security programs and systems

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Resource Sharing Agreement

Missouri One-Stop Career Centers

Springfield, Missouri

Employment Security staff at the Job Council of the Ozarks One-Stop Career Center:

- Primary staff assignment will be to the Self-Help Resource Center (SHRC).
- Assist with applicant registration
- Assist customers with MO Works job searches
- Assist clients with resume production
- Provide instruction/assistance with all resources available in the SHRC
- Pre-screen applicants for program eligibility
- Relieve Triage point person as needed or requested
- Triage walk-ins and telephone contacts
- Communicate and coordinate with Unemployment Insurance Profiling Referrals
- Perform basic IMS Automated Case Management record keeping functions
- Facilitate coordination of dual enrollments (TA/NAFTA & WRP) as needed
- Attend regularly scheduled staff meetings
- Report to Bob Simpson, Job Council of the Ozarks Director, who will be the Employment Security staff supervisory contact while stationed at Job Council of the Ozarks
- Hours at Job Council of the Ozarks are 8:00 a.m.—5:00 p.m. with one hour for lunch. Employment Security staff will adhere to this schedule when assigned to the Job Council of the Ozarks One-Stop Career Center site.
- Provide “Unlikely to Return” verifications for WRP participant eligibility
- Cross train Employment Security staff with Job Council of the Ozarks programs and systems

Division of Family Services staff at the Job Council of the Ozarks One-Stop Career Center:

- Facilitate coordination of dual enrollments of FUTURES, Job Training Partnership Act and/or Welfare-to-Work participants
- Attend regularly scheduled staff meetings
- Report to Randy McGhee, Job Council of the Ozarks Employment and Training Supervisor, who will be the Division of Family Services staff supervisory contact while stationed at Job Council of the Ozarks
- Hours at Job Council of the Ozarks are 8:00 a.m.—5:00 p.m. with one hour for lunch. Division of Family Services staff will adhere to this schedule when assigned to the Job Council of the Ozarks One-Stop Career Center site.
- Cross train Division of Family Services staff with Job Council of the Ozarks programs and systems

All partners agree that staff performing services in each respective Springfield One-Stop Career Center will maintain work hours, holiday schedules, lunch hours and internal practices and policies consistent with their respective assigned worksite. Employee travel between worksites shall be minimized for purposes of local travel reimbursements unless otherwise deemed

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Resource Sharing Agreement

Missouri One-Stop Career Centers

Springfield, Missouri

necessary. For purposes of communication each center site will designate an internal contact person to facilitate coordination, questions and answers and communications as needed.

D. Up-front Analysis—Support of the Resource Sharing Agreement and use of the methodology

The partners of the Springfield One-Stop Career Centers agree that services and costs associated to those services are equitable, based on the relationship of benefits received to resources committed. **(See attached resource tables.)**

E. Modification Procedures

The partners recognize that modification may, and probably will, be necessary during the agreement period. Modifications to the Resource Sharing Agreement may occur after the partners perform interim or year-end analyses and find significant or material variances that will affect the plan of service or the funding plan of each respective agency. The results of any material and significant variances will be documented. In addition, the partners will document the results of any material and significant variances that occur at year-end in preparation of the plan of service for the second year. Partners may be added to the partnership with the mutual consent of the partners referenced in this document and any additional entities deemed desirable may then be included. The partners in the Resource Sharing Agreement will undertake modification of the Resource Sharing Agreement collaboratively.

F. Monitoring the Resource Sharing Agreement

Both Springfield One-Stop Career Centers agree to monitor client and funding information on a quarterly basis to ensure that equitable benefit is being received by each of the members. Corrective action steps will be determined collaboratively among the partners and will be taken quarterly and at the end of the annual agreement if adjustments are required.

G. Cost allocation plan

(insert details of your local cost allocation plan here)

The agencies identified below have previously agreed to participate as a partner in the Springfield One-Stop Career Centers Resource Sharing Agreement. The agencies agree that the expected benefits received from this participation are equitable when compared with their respective contributions. We further understand that modifications to this agreement may be necessary because of the variety of factors and that any such modification may be accomplished by the mutual consent of the partners in this effort.

Agency Name	Name and Title of Signatory	Signature	Date
Agency Name	Name and Title of Signatory	Signature	Date
Agency Name	Name and Title of Signatory	Signature	Date
Agency Name	Name and Title of Signatory	Signature	Date
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Agency Name	Name and Title of Signatory	Signature	Date

**TABLE 2 (ANNUAL DATA)
RESOURCES COMMITTED TO ACTIVITIES**

SPRINGFIELD, ONE-STOP CENTER--EMPLOYMENT SERVICE SITE						
FUNCTION	IIA ADULT	IIC YOUTH	WRP	EWP	W-t-W	TOTAL
INTAKE						
Facilities						
Staff						
Total						
JOB READINESS PREPARATION						
Facilities						
Staff						
Total						
JOB PLACEMENT						
Facilities						
Staff						
Total						
ARC SERVICES						
Facilities						
Staff						
Total						
SOCIAL SERVICES-DFS						
Facilities						
Staff						
Total						
GRAND TOTALS						

SPRINGFIELD, ONE-STOP CENTER--JOB COUNCIL SITE						
FUNCTION	ES	VETERANS	TRA/TAA	??	??	TOTAL
INTAKE						
Facilities						
Staff						
Total						
JOB READINESS PREPARATION						
Facilities						
Staff						
Total						
JOB PLACEMENT						
Facilities						
Staff						
Total						
SHRC SERVICES						
Facilities						
Staff						
Total						
SOCIAL SERVICES-DFS						
Facilities						
Staff						
Total						
GRAND TOTALS						

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COST ALLOCATION SUBGROUP REPORT

In Missouri, as the One-Stop Career Center partners work to develop local plans for implementing services, one of the largest barriers identified has been the need for a locally-specific cost allocation plan. To address this barrier, the Unified Budget and Cost Allocation Taskforce recommends the following guidelines. It is strongly recommended that this framework be used in the development of locally-negotiated cost allocation plans and Governance Agreements.

The principles upon which the guidelines are based are:

1. One-Stop Career Centers were created to better serve customer needs; are built on mutual benefit, trust and cooperation among partners; and are mandated with the enactment of the Workforce Investment Act of 1998.
2. The sharing of reasonable and allowable costs through an appropriate cost allocation plan for each center is necessary for cost effective customer service. This must be done in a manner that is flexible to encourage additional partner participation.
3. Each partner must appropriately share in the cost of common space.
4. Methods of cost distribution, which will produce an equitable (fair) distribution of cost among the partners, should be used in accordance with Office of Management and Budget Circulars, federal and state guidance. The method should be benefit driven and able to capture tangible and intangible costs for direct and indirect allocation methods.
5. In selecting one cost allocation method over another, consideration should be given to methods which do not require a high level of staff time and effort to administer while able to pass audit on a documented and verifiable cost basis.

Recommended timelines applicable to these guidelines are as follows:

1. Transitional Status Period-Implementation of a Cost Allocation Plan that includes a Governance Agreement and Resource Sharing Agreement required by July 1, 1999.
2. A pilot project using the US Department of Labor Cost Allocation Technical Assistance Guide in Missouri is needed. This will entail a limited number of One-Stop Career Centers to pilot the Technical Assistance Guide during 1999-2000 to prove its value, applicability and perfect technologies.
3. Authorize the remaining One-Stop Career Centers to use the Technical Assistance Guide based upon lessons learned from pilot project evaluations as of June 30, 2000.

Missouri is attempting to meet the challenges associated with addressing the need for a One-Stop Cost Allocation system by providing guidelines. We recognize that success will demand full cooperation and participation on the part of all partner agencies. The guidelines provide enough structure to simplify the development of local plans, while allowing flexibility to meet local needs.

It is essential that all local partners meet and negotiate the plans, taking into account local circumstances. If circumstances dictate the use of other cost allocation methods, consideration will be provided on a case-by-case basis through the Division of Workforce Development.

Examples

Direct Charges:

This is the preferred method if possible. Several methods are used to identify direct charges: copy codes, phone codes, postage codes, purchase orders showing intended use, etc.

Space percentage:

This method is used for rent, utilities, and any other costs included in rent by agreement of partners (like receptionist, child care if provided on site, janitorial, parking, etc.)

Several steps are taken to fairly calculate percent of cost:

- a. Dedicated space is measured to show how much each partner uses.
- b. Any shared space (resource room, class room, etc) square footage is divided and allocated based on who actual uses this space.
- c. Add a and b.
- d. A relative share of the square footage is calculated. Each partner pays for their share of common space based on this percentage.

It would also be appropriate to use this figure to allocate other costs that have a relationship to space like:

signage, snow removal, security services, common telephone, insurance, maintenance, repairs, utilities, etc.

- e. The total square footage of the common area is multiplied by column d.
- f. Add c and e. The total for this column should equal the total square footage in the lease.

Space Utilization	Dedicated (a)	Shared Rooms (b)	Subtotal (c)	Space % (d)	Common (e)	Sq. Feet Total (f)
Program 1	2700	1400	4100	22.8%	455.57	4555.57
Program 2	2400	1400	3800	21.1%	422.22	4222.22
Program 3	2100	100	2200	12.2%	244.44	2444.44
Program 4	1260		1260	7.0%	140.00	1400.00
Program 5	1200		1200	6.7%	133.33	1333.33
Program 6	1500	100	1600	8.9%	177.78	1777.78
Program 7	540		540	3.0%	60.00	600.00
Program 8	840		840	4.7%	93.33	933.33
Program 9	720		720	4.0%	80.00	800.00
Program 10	480		480	2.7%	53.33	533.33
Program 11	600		600	3.3%	66.67	666.67
Program 12	360		360	2.0%	40.00	400.00
Program 13	120		120	0.7%	13.33	133.33
Program 14	180		180	1.0%	20.00	200.00
Program 15	***					0
TOTAL	15000	3000	18000	100%	2000	20000

Program 15 uses a 10 x 10 area of common space (.5%) approximately 6 hours per week. This has been determined as immaterial and no charge is made to that program. This is also a benefit to all other programs to have them available for on site referrals.

Program 1 and 2 share a classroom equally (2400 sq ft).

Program 1, 2, 3, and 6 share the resource room by agreement (600 sq ft).

Examples

Position Percentage

Most staff will be direct charged to their own program, but some will need to be split between programs (staff serving more than one program). Detailed time sheets may be used to determine the benefit to each program in some cases. For supervisory classifications it may be necessary to base their cost distribution on the staff they supervise.

	# of Staff Positions Paid (FTE's by time sheets)	Position %	Supervisors	% of Supervisor	
Program 1	17.3	19.9%	1.59	19.9%	
Program 2	12.2	14.0%	1.12	14.0%	
Program 3	14.6	16.8%	1.34	16.8%	
Program 4	6.7	7.7%	0.62	7.7%	
Program 5	6.2	7.1%	0.57	7.1%	
Program 6	9.3	10.7%	0.86	10.7%	
Program 7	4.1	4.7%	0.38	4.7%	
Program 8	7.5	8.6%	0.69	8.6%	
Program 9	5.8	6.7%	0.53	6.7%	
Program 10	3.3	3.8%	0.30	3.8%	
TOTAL	87	100%	8	100%	

Programs 11 through 15 have no shared staff.

Note that position percent and supervision percent should be equal.

This same percent would be used for staff salary, fringe benefits, and related expenses like office supplies, telephone, computer costs, general travel to benefit all programs, etc. Any costs that benefit a specific program (or programs) instead of all programs should be charged direct to those receiving the benefit.

Studies and measurements

Almost any measure of who benefited from the expense will be considered as an appropriate method of measuring who should pay what portion of that expense. Studies may be done to determine who will benefit from a particular service and used to determine each program's percent of total cost.

Class cost: percent of participant from each program involved

Accounting computer cost: percent of usage (ie number of checks) on each program involved

Internet service: percent of people with internet access from each program

Participant related costs (supplies etc): percentages based on number of participants served in a base period. The period may vary but should be determined prior to incurring expense and should be re-evaluated on regular bases - suggest quarterly but no less than annually.

Activity related expenses: A comparison study of time required to do each activity or service may be done to determine how to charge the time for a person who does several different customer related tasks. Not all tasks will require the same amount of time and should therefore not be expensed equally. Consider each as a unit of cost related to time (half hour equal half unit of cost, etc).

EXAMPLES

Expenditures

Total direct expenditures may be used as a base to determine partner's percent of responsibility for some general costs.

Outputs

Costs related to participants (including staff time) can be allocated based on the participant outcome measures (yet to be determined) as agreed upon in the Governance Agreement signed by all partners.

U S Department of Labor/Employment and Training Administration "Sharing Resources to Provide Integrated Services" TAG

The TAG goes into great detail and gives examples of how it should be used.

***Most costs normally considered indirect can be allocated using one or more of these methods. All funding source guidelines must be taken into consideration in determining appropriate cost allocation methodology.

The adoption of the TAG as a cost allocation method does not eliminate the other approved methods listed above. More than one method of cost allocation will be used in each One Stop Center.

BUDGET SUBGROUP REPORT

Both the Department of Labor and Industrial Relations and Department of Economic Development have submitted Fiscal Year 2000 agency budgets which do not reflect Governor Carnahan's proposed integrated workforce development system. Both agencies did, however, reference the Governor's proposal and need for appropriation authority should the integration occur. This was necessary as Missouri legislators have sixty days to take up this matter and either affirm or overturn it.

In order to ensure the new Workforce Development Division could deliver continuous program services in Fiscal Year 2000 the Budget and Cost Allocation Taskforce established two subgroups to address both the consolidated budget and the one-stop cost allocation plan issues. The first report resulting from work of the budget subgroup establishes the total number of filled and vacant program, administrative and support and Management Information Systems positions, plus expense and equipment dollars which will transfer with the staff. Work of the budget subgroup of this Budget and Cost Allocation Taskforce was conducted in concert with the work of the Automation and Human Resources Taskforces. With the decision to transfer the Facilities and Leasing and Research and Analysis staff from Department of Labor and Industrial Relations to Department of Economic Development, the numbers of full-time equivalent **program** positions transferring are 626.72 and 94.50 **administration and support** full time equivalent including, fiscal, human resources, human relations, training, clerical, facilities, maintenance, leasing, Missouri Works, Research and Analysis, and information systems employees. This amounts to \$21,499,546 in **core personal service** (salary) funds and \$6,247,492 for related **core expense and equipment**. These figures are being manually entered by Office of Administration budget staff and subject to final review by both agencies, will be the bulk of the new core budget consolidated with the Job Development and Training division funds currently in Department of Economic Development's core budget. There are other budgetary components of this transition such as leasing and maintenance dollars for the forty-one local facilities throughout the state which become Department of Economic Development integrated workforce development sites in this transition. Those funds are contained in a separate appropriations bill and will transfer in whole to Department of Economic Development.

In addition to core funds, the General Assembly will consider decision item requests for Fiscal Year 2000 for each transferred agency, including information technology and within grade pay plan increases.

It is also anticipated that there will be a need for several contracts between partner agencies in this workforce development system to bridge the approximately two month period between the start of the fiscal year (July 1, 1999) and August 28, 1999, the effective date of the law. There will likely also be an ongoing need for contractual agreements between partner agencies to provide support or services under the new system. The budget subgroup also recommends that Department of Economic Development develop a cost allocation/indirect cost plan to allocate costs among the various programs and Department of Economic Development's other divisions. This should take the form of an interim plan until actual timesheets provide allocation information for projection of more permanent indirect cost rates. The Unified Budget and Cost Allocation Taskforce acknowledges the need for final budget submission but feels that, due to the magnitude of this restructuring the Transition Team may want to retain some flexibility to recommend any Fiscal Year 2000 supplemental or Fiscal Year 2001 budget adjustments necessary.

BROADBANDING IN MISSOURI STATE GOVERNMENT

*This portion of the Appendix was provided by the
Office of Administration and should be viewed
as reference material only.*

Questions and Answers

Q. Why are we changing this system?

A. To facilitate interagency and upward mobility of managers, to accommodate changes in workforce needs, and to reduce the number of job classes.

Q. How will the classification and compensation changes affect me?

A. You will remain a classified/covered employee with all associated rights. Your official job title will change and your salary scale will be wider. Your actual pay and job duties will not change.

Q. Will the change from pay ranges to pay bands affect my salary?

A. Conversion from pay ranges to pay bands is expected to be cost neutral. It is not anticipated that there will be any salary increases or decreases associated with the initial change.

Q. How will I move from one position to another in the broadbanded system?

A. Movement from one position to another within the same band will be a "within band transfer." Movement from a position in one band to

a position in another band will still be a promotion or demotion.

Q. How do I apply for a position in the new broadbanded manager system?

A. The application process will not change. Merit system agencies will use registers and career progression procedures. You may contact individual state agencies for specific information on vacancies and career opportunities.

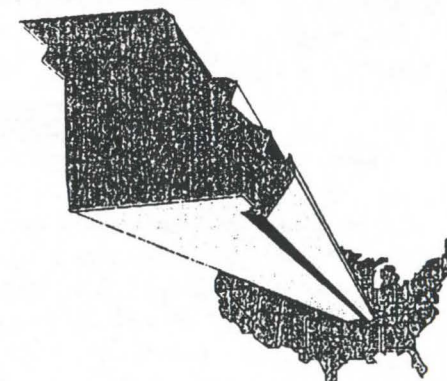
Q. What if I have more questions?

A. You are encouraged to contact your agency's human resources office for more information.

**For more information on broadbanding and other issues, visit the State web site at:
<http://www.state.mo.us>**



An introduction to broadbanding for managers



A New System for a New Time

Broadbanding is a new approach to classifying and compensating managers.

It involves reducing the current number of manager classifications by grouping them into fewer, more encompassing classifications. The newly classified managers will be placed into one of three new manager pay bands, depending on level of responsibility of their position. However, for conversion from the current system to the new broadbanding system, managers will move to the new pay band associated with the manager's previous pay range.

The State of Missouri plans to implement this new system to:

- Simplify the classification system.
- Provide agencies with greater flexibility to meet changing workforce needs.
- Allow for position-specific recruitment.
- Reduce the number of job classes.
- Facilitate movement between management positions.
- Provide agencies with greater compensation flexibility.

New Manager Classes

To reduce the number of job classes, many of the existing manager classes will be consolidated into common-use and agency-specific classes.

For example, under the UCP System, fiscal managers are classified in different classes (e.g. Chief Accountant, Comptroller, and Receipts and Reporting Administrator). In the broadbanded system, these positions may be consolidated into one class — Fiscal and Administrative Manager. This classification can be placed in any of the three bands, depending on the specific position's level of responsibility.

The number of management classes will be reduced from about 350 to approximately 25 classes.

Key Characteristics of a Broadbanded Manager

Must have

- Program Management
- Decision-Making

May have

- Policy-Making
- Planning
- Budget Development and Administration
- Supervision

New Pay Structure

The new compensation structure will consist of three stepless pay bands. Each band will have a minimum rate, a market rate, and a maximum rate. The initial band spread (distance from minimum to maximum rate) will be 70 percent with some overlap between pay bands.

Your current class and pay range will determine your initial pay band assignment in the broadbanded system.

Ranges 26-28 Pay Band I

Ranges 29-32 Pay Band II

Ranges 33 and above Pay Band III

Proposed FY 2000 Pay Bands

Band I \$31,932 - \$54,284

Band II \$38,774 - \$65,916

Band III \$47,083 - \$80,041

Implementation of the new broadbanded system will occur during Fiscal Year 2000.



HUMAN RESOURCES TASKFORCE

This portion of the Appendix reflects the work of the Human Resources Taskforce and should be viewed as reference material for this document only. Some of the recommendations have been incorporated into New Directions in Workforce Development.

HUMAN RESOURCES TASKFORCE WORK PLAN

STRATEGIC ISSUES

Current human resource classifications vary among agencies that provide employment and training services. There is a need for the new Workforce Development System to adopt unified procedures that support all employees.

DESIRED OUTCOMES

A successful human resources plan will result in:

- equal pay for equal work;
- effective training;
- job performance appraisal standards tied to customer based results, job descriptions, and the effective utilization of staff;
- a positive attitude among employees;
- improved customer service;
- clear and comprehensive job descriptions;
- appropriate staff utilization;
- increased accountability and productivity;
- job security and satisfaction;
- fewer management layers;
- higher skilled employees;
- a commitment to increased teamwork;
- a well defined career path; and
- the integration of merit and non-merit employees into the One-Stop Career Centers.

QUESTIONS AND ANSWERS

1. How do we incorporate individual performance measures into performance standards?

The standards will be set, expectations developed, and performance measured against the standards under a proposed new performance management system for all employees in the new Division of Workforce Development.

2. How will staff performance be tracked?

The new Performance Management System includes a part of the supervisor's responsibility to track performance based on the standards that are set for each classification.

3. How will the performance management system being developed provide an appropriate mechanism to ensure technical assistance for employees who need course correction?

There will be on-going performance reviews provided to ensure that employees are complying with the standards and that the job is getting done. The new Performance Management System requires continuous communication between the supervisor and employee including the need for staff development and training.

4. How will reclassification be a part of the process?

Reclassifications may not play a major role, but classifications will be recommended that are designed to meet the needs of the transition efforts of the new Workforce Development System.

- 5. How will pay disparity issues be resolved between the current divisions?**
The new classification system will address pay issues and correct any disparity that may exist.
- 6. Is there a model at the local office that could be adopted?**
Currently, there is no model at the local level, but teams have been reviewing models from other states and the Missouri Division of Personnel's Performance Management System.
- 7. Will benchmarks be established for status reviews on a predetermined timeframe?**
The performance management system will have its own timeframes built into it and does include measures that are similar to benchmarks.
- 8. Will reclassification include evaluation of both ranges and steps?**
The new proposed classification system will be cost neutral. Increases will probably not occur, and if so, it will be on a minimal basis. However, pay ranges are being taken into consideration during the review of the classifications. No individual's salary will be reduced as a result of these classification changes.
- 9. How will integration of duties work when there are pay differences between staff doing the same tasks?**
The new classifications will correct any inconsistencies.
- 10. At what point does integration of duties end at the One-Stop Care Center System?**
That's a decision that must be handled at the local level.
- 11. How will personnel policies in the current divisions become congruent in the new Workforce Development System?**
Guidance will be provided by the merit system. The new Division will have its own policies or standard operating procedures.
- 12. How will the staff positions in the current divisions become congruent in the new division?**
Currently, there are no new positions in the new Division, but it is under development. The new Division will stand on its own.

HUMAN RESOURCES TASKFORCE FINAL RECOMMENDATIONS

WORKFORCE DEVELOPMENT EMPLOYEE TRANSITION PLAN

The merger of the Division of Job Development and Training and the employment service functions of the Division of Employment Security into a new Division of Workforce Development will necessitate the creation of a new classification series. This new series will need to incorporate all of the functions currently performed by the employees of both divisions. There are now six classifications used by Job Development and Training and nineteen classifications used by Employment Security that are impacted. These twenty-five classifications include fifteen different pay ranges. The proposed new series includes nine classifications: four technical specialist levels, four supervisory levels, and one manager level. The current Employment Security Deputy classification will be revised and retitled to allow management of the new Division time to assess whether this level is still needed. It is anticipated that the highest supervisory level and the manager classification will be converted to a broadbanded classification once broadbanding goes into effect.

The consolidation of these two agencies is intended to be as cost neutral as possible and cause minimal impact on the salaries of current employees. Since it is not possible to collapse twenty-five classifications on fifteen pay ranges into nine classifications on eight pay ranges and not affect some employees pay range, a transition plan that minimizes any impact is desirable.

It is proposed that current employees be transitioned into the new Division based on the attached chart. Many employees will transition to the new Division in a class that is at the same pay range as their present classification. The salary of those individuals will not change. For a very few, the new classification will be at one pay range less. Those individuals would keep their current salary. If there are any whose salary would be above the range in the new classification, it is proposed that their salary be frozen until future pay range adjustments catch up. There may also be a number individuals whose new classification will be one or two pay ranges higher than their current classification. It is proposed that these individuals be moved to the new classification at their present rate of pay unless an increase is required to get them into the new range.

There are a few positions that do not meet the allocation standards for their current classification level, primarily at the Employment Security Manager III level. Since there has been a commitment by the Workforce Development Transition Team not to negatively impact the affected employees, it is proposed that those positions would be transitioned as indicated on the attached chart, but be identified and restricted. A restriction flags the position and is commonly used whenever a position no longer justifies its present classification because of a reduction in duties. That way, current incumbents would not be affected and the position would be reallocated to the appropriate level once it becomes vacant.

It is proposed that the Employment Security Deputy positions be transitioned in their present classification and left in that classification until the new Division of Workforce Development management can determine whether or not this level of position is still needed. Individuals in the Employment Security Deputy classification, in some cases, may be working at close to the level of Employment Security Technicians. In a few cases, it is our understanding that individuals are functioning at more of an advanced clerical level. It is proposed that the Employment Security Deputy classification be revised and retitled to Workforce Development Deputy at the same time the new series is implemented. If it is determined that this level is not needed it could eventually be eliminated through attrition. There are approximately twenty-five incumbents currently in this classification.

There will be a number of positions that are currently allocated to a common classification such as Clerk Typist, Account Clerk, and Research Analyst, etc.) that will be transferred to the new division. It is proposed that anyone in a position that is transferred to the new Division that is allocated to a common classification, be transitioned to the new Division in the same classification.

The new classification series will facilitate career progression for employees. It is proposed that there be a promotional route for above entry-level clerical employees to move into the Workforce Development Specialist I level.

Because the duties and responsibilities of many of the individuals in these classifications that will transition to the new Workforce Development Specialist I classification (Employment Security Technicians, Disabled Veterans Representatives, and Veterans Employment Representatives, all at range 16 have evolved over the past several years, it is proposed that this classification be approved at pay range 17 to more accurately reflect the current level of responsibility. Additionally, the Workforce Development Specialist I staff are on the Workforce Development System's front lines working directly with our primary customer the average Missouri citizen, on a daily basis. If we expect to have a world class workforce in Missouri, then we must have a world class Workforce Development System staff. As indicated above, it is proposed that if this pay range is approved, present incumbents will transition at their current salary in order to maintain the cost neutrality of the transition plan.

Pay Range	CURRENT CLASSIFICATIONS	NEW CLASSIFICATIONS	Pay Range
34	Assistant Director, E. S. Operations Assistant Director, Field Operations	Management of new Division should determine if positions at this level should be classified or unclassified	34
33			33
32			32
31			31
31 30 30 29 29 29	E. S. Manager V Chief of Programs, E. S. Assistant Director, Manpower Planning Administrative Services Manager, JDT Planning & Research Manager Job Training Program Manager	Workforce Development Manager	30
29			29
28 26	E. S. Manager IV E. S. Manager III	Workforce Development Supervisor IV	28
27 27 25	E. S. Supervisor IV (Program Administrator) Employment Counseling Supervisor Job Training Program Specialist II	Workforce Development Specialist IV	27
26			26
25			25
24 24	E. S. Manager II E. S. Supervisor III (Line Supervisor)	Workforce Development Supervisor III	24
24 22 21	E. S. Supervisor III (Program Administrator) Job Train. Program Specialist I E. S. Representative III	Workforce Development Specialist III	23
22			22
22 21	E. S. Manager I E. S. Supervisor II (Line Supervisor)	Workforce Development Supervisor II	21
21 20 19 19	E. S. Supervisor II (Program Administration) Employment Counselor II E. S. Representative II E. S. Supervisor I (Program Administrator)	Workforce Development Specialist II	20
19	E. S. Supervisor I (Line Supervisor)	Workforce Development Supervisor I	19
18			18
16 17 17 16 16	E. S. Technician E. S. Representative I Employment Counselor I Disabled Veterans Representative Veterans Employment Representative	Workforce Development Specialist I	17
16			16
15			15
14	E. S. Deputy	Workforce Development Deputy	14

CLASSIFICATION CONCEPTS FOR WORKFORCE DEVELOPMENT

Workforce Deputy – Range 14

This classification is a revision of the current Employment Security Deputy classification and includes duties performed by those individuals. The new Division of Workforce Development management will determine whether or not this level of position is still needed at some point after transition.

Workforce Development Specialist I – Range 17

This is the professional / technical-level classification. Performs duties which are currently being done by Employment Service Technicians, Disabled Veterans Representatives, Veterans Employment Representatives, Employment Counselor I's, and Employer Service Representative I's.

Workforce Development Supervisor I – Range 19

This is first-line supervisory work that would normally be found at the local office level. Would normally supervise fewer than eight subordinates. This work is currently being performed by Employment Service Supervisor I's.

Workforce Development Specialist II – Range 20

This is the journey-level classification that includes duties currently being done by Employment Counselor II's and Employer Service Representative II's. Positions in this classification could also perform basic duties related to workforce development program administration, assistance, and / or monitoring.

Workforce Development Supervisor II – Range 21

This is second-level supervisory work, normally at the local office level. Positions at this level could be in charge of a small local office (or branch office) or could perform line supervision of staff in a larger office. The number of subordinates supervised at this level would normally be between eight and fourteen. This work is currently being performed by Employment Service Supervisor II's and Employment Security Manager I's.

Workforce Development Specialist III – Range 23

This is advanced work in performing duties related to workforce development programs administration, assistance, and / or monitoring. Work at this level is currently being performed by Job Training Program Specialist I's and Employment Service Supervisor III's in program operations. Positions at this level could be responsible for administration / monitoring of programs that are smaller in scope and complexity.

Workforce Development Supervisor III – Range 24

This is supervisory and / or administrative work in managing a medium-size local office or providing supervision to line staff in a large local office. This work is currently being performed by Employment Security Manager II's and Employment Service Supervisor III's. Positions at this level would normally supervise, directly or indirectly, between fifteen and twenty-five subordinates. (Note – there are some current ES Manager III positions whose offices have lost staff that would now be more properly allocated to this level.)

Workforce Development Specialist IV – Range 27

This is administrative-level work, which involves program administration, assistance, and / or monitoring of large, complex statewide programs. This would include duties currently performed by Job Training Program Specialist II's and Employment Service Supervisor IV's in the central

office. This level could include some supervisory duties however the emphasis of the work is technical.

Workforce Development Supervisor IV – Range 28

This is administrative and supervisory work in managing a large local office. Positions at this level would normally be responsible for more than twenty-six staff. This level of work is currently being performed by Employment Security Manager IV's and some Employment Security Manager III's.

Workforce Development Manager – Range 30

This is an administrative and managerial work that involves the direction of a workforce development section or unit. This level of work is currently being performed by Employment Security Manager V's, Chief of Programs, Employment Security, Administrative Service Manager, Job Development and Training, Planning and Research Manager, and Job Training Program Managers.

PERFORMANCE MANAGEMENT RECOMMENDATIONS

The Missouri Division of Personnel's Performance Management System should be implemented, but customized to match the needs of the new Division's workforce and strategic plan, for the following reasons:

- As a result of the requirements of the Workforce Investment Act, the new Division must be more responsive to both customers and performance. Workforce Investment Act requires specific outcome performance including measures of customer satisfaction and continuous improvement of the quality of products and services through state and local teams.
- The Missouri Division of Personnel's Performance Management System is designed to create a staff performance management system which facilitates continuous communication and improvement in specific staff responsibilities that are linked to the work unit or team's function and the strategic plan of the new Division.
- As a result, the Performance Management System will be well suited to helping the new Division employees achieve the goals of the strategic plan and meet the requirements of the Workforce Investment Act. Because the system requires continuous communication between staff and their supervisors at all levels the performance management system should create a team working environment which will enhance performance and customer satisfaction.

The Performance Management System should be customized to match the strategic plan, organizational structure, work units or teams, and most importantly the individual employee, for the following reasons:

- The customized Performance Management System should be developed after the new Division is actually formed so that all new division employees can mutually agree on the specific Performance Management System created for both former Employment Security and Job Development and Training employees.

- The best advice from Missouri Division of Personnel staff who are responsible for statewide implementation of the new Performance Management System clearly states that any performance management system should not be implemented until after the following conditions have been met. The new Division must have a mission statement, strategic plan, organizational structure, and well defined and cohesive work units or sections in place before any performance management system is initiated.
- The Performance Management System should be started in Jefferson City with one or two pilot work units or sections. However, at the same time a team of central and local office staff should begin the process of developing a blueprint of the Performance Management System to be customized by the employees at each local office. Then the System should be expanded to the next largest work unit or office at the local level and continued until completed.
- Staff performance appraisal or performance management systems for former Employment Security and Job Development and Training employees should be maintained until the new system is operational throughout the new Division.
- Staff should not be required to have their performance evaluated under two systems at the same time when transitioning from the old system to the new system.

The recommended timetable to implement the Performance Management System, based upon the experience and advice of the Division of Personnel, is as follows:

- Since the new Division's strategic plan is the cornerstone of the Performance Management System, the strategic plan for the new Division should be completed by the leadership of the new Division within three months of the date the leadership of the new Division is actually on board.
- Since the Performance Management System cannot be implemented until work units, sections, or teams are organized into some coherent structure, the organizational structure and work units or sections should be developed as soon as possible after the new Division leadership is on board.
- The Performance Management System should not be implemented until the new Divisions work units and structure have been in place for a few months to work out some of the kinks in the new working relationships. The taskforce recommends that the Performance Management System not be implemented for at least three months after the new work units have been actually working together. Work units at the state and local office levels not significantly impacted by the new organizational structure should begin implementation as soon as possible after the new Division is organized.
- Once the implementation of the new Performance Management System is initiated within any work unit at the state or local office level, then those work units should be allowed a minimum of 9-12 months to completely implement the new Performance Management System within their respective work units. The entire Division will need

at least two and more likely three years to implement the new system. This timeframe is based upon the recommendation of employees who have participated in the new system on a pilot basis; and, more importantly, because of the complexity of the merger itself during a period of time when the new Division will be struggling with welfare reform and a transition from Job Training and Partnership Act to Workforce Investment Act which drastically impacts the new Division.

To assist the new Division staff with the assignment of implementing a new performance management system while merging, and adapting to new federal legislation at the same time, we believe it is imperative that the new Division leadership commit to an extraordinary effort and resources to help employees through this difficult period, as follows:

- All possible state training resources, such as Missouri Division of Personnel staff and department and division training staff should be focused on assisting in this effort.
- The new Division's Human Resource employees or work unit should not be burdened with the entire responsibility for completion of this effort because they will need to focus on the changes created by the transition.
- Facilitators from other state agencies or elsewhere could be loaned to the new Division to help staff facilitate the process but not get directly involved in the training of the new Performance Management System itself, for legal and liability reasons.

Other recommendations from the Human Resources Taskforce are as follows:

- The new Division leadership may want to consider evaluating the pros and cons of setting up the new Performance Management System on-line. This should be carefully evaluated because there is a downside to any on-line system.
- New division management may want to consider using a performance management system which weights the various tasks or duties included in each staff person's performance evaluation, since it is apparent some employee responsibilities are more important than others.